



**2024 GRANTS-IN-AID
STANDARD & EXCEPTIONAL GRANT APPLICATION**



ECHO GRANTS-IN-AID STANDARD & EXCEPTIONAL GRANT APPLICATION

APPLICANT INFORMATION

1. Applicant (Legal name of organization): **City of DeBary**
2. Address (mailing): **16 Colomba Road**
City: **DeBary**
State: **Florida**
Zip Code: **32713**
3. Type of Organization:
☒ Municipal government ☐ Volusia County Government
☐ Not-for-Profit Corporation classified as a 501(c) (3)
4. Federal ID #: **59-3217634**
Florida Not-for-Profit Corporation Charter # (if applicable): **N/A**
Florida Dept. of Agriculture & Consumer Services Registration # (if applicable):
N/A
5. County Council District of Project: ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☒ 5
6. Is the project in a Community Redevelopment District (CRA)? ☐ Yes ☒ No
7. Contact Person:
Name: **Jason Schaitz, MBA, CPRE, CYSA**
Title: **Parks & Recreation Director**
Telephone #: **(386) 601-0205**
E-Mail: **jschaitz@debary.org**
8. Provide the Mission Statement for your organization:

City of DeBary Parks & Recreation Mission

Our Mission is to provide an exemplary park environment for a diverse array of programs, sports, and events for the young and the young at heart. The Vision, Mission, and Goals of the City of DeBary Parks & Recreation Department will be guided by the following Core Values:

1. Integrity

- Demonstrate honesty in all dealings with co-workers & community members



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- Lead by example
- 2. Respect**
 - Demonstrate understanding & patience for individuals
 - Be open to others' suggestions
- 3. Teamwork**
 - Work together with community organizations to assist in providing a variety of services
 - Work together to accomplish common goals
 - Individuals working collectively for the benefit of the whole organization & City
- 4. Learning**
 - Continuously strive to obtain surveys from the public to better understand the community needs
 - Continuously strive to obtain knowledge relevant to the employee's specific field
 - Network with peers to share ideas and solve problems

PROJECT INFORMATION

1. Project Title: **City of DeBary Alexander Island Park – Phase 1**

Project Location Address: **720 Ft. Florida Rd.**

City: **DeBary**

State: **Florida**

Zip Code: **32174**

2. Type of Project:

☐ Renovation ☐ Restoration ☒ New Construction ☐ Acquisition

3. ECHO Category – Select One (review ECHO Guidebook pages 3 - 4):

☐ Environmental ☐ Cultural ☐ Historic ☒ Outdoor Recreation

4. The Project Site of Facility is (select one):

☒ Owned by Applicant ☐ Leased by Applicant (length of lease): Length of lease

☐ Land/Project Management Agreement (length of agreement): Length of agreement

NOTE: LEASES/AGREEMENTS MUST BE BINDING AND NON-CANCELABLE

5. Is the Project Site/Facility mortgaged or will it be? ☐ Yes ☒ No

See Property Deed in Supplemental Documents, Pages 122-125.

PROJECT DESCRIPTION

1. Describe the project and explain how it will achieve the goals of Resolution 2020-79 to plan for the future growth of Volusia and enhance the quality of life for its residents (use factual information/documentation to show how this project will accomplish these goals):

Resolution 2020-79

HIGH QUALITY, USER ORIENTED OUTDOOR RECREATIONAL OPPORTUNITIES FOR PUBLIC USE:

The City of DeBary continues to exemplify the goals set by the ECHO Resolution 2020-79 by providing a quality public location for outdoor recreational opportunities that enhance the quality of life for residents of Volusia County and visitors.

The City of DeBary has a proven track record of supporting the goal from the Volusia County, Florida Sustainability Action Plan of 2012, *creating a culture within their city that promotes sustainable and healthy lifestyle*, by providing outdoor recreational opportunities through high quality user-oriented parks.

The Alexander Island property features 152 acres of wetlands, 17 acres of upland, and a 1.7-mile-long walking trail with an approximately one-mile riverfront berm.

The Alexander Island property was acquired for use as a passive recreation nature park, with the aim of protecting both the natural and cultural resources on the site. The park is intended to be managed only for the conservation, protection, and enhancement of those resources, and for public outdoor recreation that is compatible with the conservation, protection, and enhancement of the site. One of the most prominent trends in passive parks is the integration of sustainable practice in park design and management. There has been a growing focus by many public park providers to seek opportunities to collaborate with research entities and conservation organizations to conduct studies and monitor the health of ecosystems. The second fastest growing category of activities was in outdoor sports or activities (+12%) such as rock climbing, BMX, and birdwatching. Additionally, Fishing and camping are the most desired activities as well as a hierarchy of trails and paths. All of these activities can be enjoyed by the community of DeBary as well as the residents of Volusia County .

The following are the prioritized objectives for Alexander Island Park, which will be incorporated into the design:

- Protection of natural resources

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- **Provide recreational opportunities**
 - **Provide fresh water research opportunities**
 - **Provide nature-based activities and programming**
 - **Provide access to the St. John's River**
 - **Preserve cultural and archaeological resources**
2. If applying for an exceptional grant, describe how the project meets the requirements of an exceptional project. An exceptional project means a project of paramount and crucial countywide importance which provides for receipt of services by significantly large numbers of people in all areas of the county. For more information on exceptional projects see page 8 of the [ECHO Guidebook](#).

Alexander Island is a 170-acre property off Ft. Florida Road that was purchased by the City of DeBary on February 1, 2023. DeBary purchased the land, situated in the very turn of the St. Johns River from west to north, for \$3.5 million. The City has invested approximately \$1.8 million to date on design and engineering costs. The City purchased the property from a private group seeking to sell it to residential developers. Alexander Island had a future land use allowing for 64 homes to be built on the property. State property rights statutes prohibit local governments from making changes to future land uses without the property owner's consent. Now, owned outright by DeBary, the City will create a passive recreation park. Alexander Island Park will serve a significantly large number of people in all areas of the county due to its unique offerings related to outdoor recreation that is compatible with the conservation, protection and enhancement of the site. DeBary is centrally located and has direct access to I-4 and U.S. Highway 17/92 and serves as a corridor between Orlando, Sanford, and Daytona Beach. The parks located in the City vary from neighborhood playgrounds and sports complexes to a large 108-acre Nature Park that boasts a world class 36-hole disc golf course. Gemini Springs Park is a Volusia County Park named for its free-flowing twin springs with full recreational activities. Memorial Park is a 2.5-acre passive park with picnic pavilions, an F-15A Eagle airplane, and a 9-ton anchor from the USS Langley. Rob Sullivan Community Park is the largest sports park and is named for a former Council Member who was instrumental in the early development of the City's park system. The City has 9 parks in total with several different amenities to include playgrounds, pavilions, courts, and fields. There are also 3 County parks located within the City limits. By implementing a new passive park, residents throughout the county will be able to easily travel to DeBary and enjoy a relaxing fun-filled day to observe the unique birds of Florida, exercise on the various trails as well as rock climbing, a feature that will attract many visitors. With the security serving the park 24/7, visitors will feel safe and secure. Additionally, Alexander Island Park, also known as Riverbend South, will be the site of a research and education center operated by the Aquatic Preserve Alliance, a private nonprofit environmental organization, and is not part of this request. The Department of

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Environmental Protection's Wekiva River Aquatic Reserve approached the City about opening a freshwater research and education center on the northernmost 10 acres of the property which will also attract residents county-wide.

This ECHO project includes the development of core site infrastructure, park entry sign, entry improvements, parking, stormwater treatment, trails, lightening detector, kayak launch, picnic areas, shelters, fishing pier, observation deck/tower, operation/information center, educational signage, regulatory/safety/educational signage, and restrooms with the intent of allowing visitors to experience as much of the site as possible in balance with maintaining sensitive habitats. In addition, phase 1 includes over 0.14 miles of ADA accessible paved trails, 1.11 miles of unpaved natural surface trails, opening over 1.25 miles of trail opportunities. At this time, 1.11 miles of unpaved natural surface trails will not be ADA accessible. The trails will include a paved 10 ft width trail connection from Fort Florida Rd. to each trail kiosk and main park building and may be a combination of surface materials; boardwalk (composite decking), paved asphalt, crushed shell (with binding agent), and natural surface (compacted). The primary internal trails would range from 6-10 ft in width, dependent upon conditions/potential impacts. Bikes are recommended not to be allowed on internal trails. Interpretative/education signage will be along trails (x12 total). There will be three internal loops of varying distance/ability. The first loop is River's Edge Trail Loop (0.21+/- miles); connects to kayak launch area and has a natural surface. The second loop is Oak Hammocks Trail Loop (0.22+/- miles); connects to oak hammocks picnic area and has a natural surface. The third loop is Berm Trail Loop (1.67+/- miles total); connects to riverside picnic area; and peninsula point overlook. The Berm Trail Loop is intended to have a minimum width of 8 ft to allow for maintenance and emergency access via a gator or ATV. Additionally, there will be the following trailheads:

- Primary trailhead adjacent to parking lot; map kiosk, seating, picnic, trash, bike racks, bike repair
- Trailhead at junction of River's Edge, Oak Hammocks and Berm Trail Loops with map kiosk, seating, trash
- Minor trailheads for map kiosk at Berm Trail Picnic Area and Peninsula Picnic Area
- Map Kiosk (map of park and trail loop)
- Trash/recycle receptacle (bear resistant).

Phase 1 will also include access to each unique habitat within the site: oak hammocks, river's edge and river, and the berm with overlooks.

Public engagement is a critical aspect of park planning and design as it fosters a sense of ownership and community involvement in the process. By seeking input from local residents, park users, and other stakeholders, planners can gain valuable perspectives on the needs and desires of the community. This inclusive approach

ensures that the park's design aligns with the diverse interests and preferences of users, resulting in a space that is both functional and relevant.

Public engagement also promotes transparency and trust in the decision-making process, as it allows residents to voice their ideas, provide feedback, and be part of the conversation, leading to a stronger sense of connection and pride in the park once it is completed.

By involving the community in the planning process, insights are gained into the environmental, social, and cultural significance of the site, resulting in a park that connects to the surrounding community. Additionally, public engagement can help identify potential issues related to accessibility, safety, or environmental impact, leading to more sustainable and inclusive design.

Ultimately, a well-engaged community becomes invested in the park's success, contributing to its long-term maintenance and preservation, ensuring it remains a cherished asset for generations to come.

Maintaining transparency throughout the planning process can increase public trust and support for development projects. Involving the public will also help identify potential issues and concerns early on, providing an opportunity to address them before they become a major problem. Establishing a collaborative relationship between the City and the community leads to recreation and park systems that meet the needs of residents and promote social, economic, and environmental sustainability.

The formats of public engagement have changed significantly in recent years. The rise of social media platforms has enabled individuals to easily connect and share information, leading to increased levels of online activism and grassroots movements. The COVID-19 pandemic forced many public engagement efforts to move online, with virtual meetings and events becoming the norm. This has allowed for greater accessibility and inclusivity, as individuals who may not have been able to attend in-person events can now participate from anywhere with some methods, at any time. However, there are also concerns about the impact of these changes on the quality and effectiveness of public engagement efforts, as well as social equity in access to technology. This plan sought to balance techniques used by having in-person events as well as virtual and digital offerings.

Focus Groups

A series of five (5) focus groups were held during April 2023. Each focus group lasted an hour and 12 participants provided input. Participants included stakeholders from throughout the City of DeBary and Volusia County with interest and knowledge about the site and project. Notes from each focus group are provided in the Alexander Island Park Management Plan – August 2023 attached pdf. See

pages 84-95.

Community Workshop

A community workshop was advertised through City of DeBary website and social media accounts. The public workshop was held on April 3, 2023, with a total of 21 public attendees. Exercises were provided to gather input from attendees and included topics ranging from preferred mode of transportation to access to the future park site to preferred outcomes for the project. Comment cards were provided for written comments and over 415 votes or selections were made by attendees on the workshop exercises, providing valuable input. (Comment Card Results included in the Alexander Island Park Management Plan – August 2023 attached pdf. See pages 84-95).

Online Survey

An online survey was available to anyone interested. A QR code was available on all advertised media, at all public engagement related exercises, and on business cards distributed throughout the planning process.

The survey was completed by 816 respondents, with 100% being from Volusia County and of that 100% from Volusia County, 67% are residents of DeBary. Responses were enough to make overall results statistically accurate with a margin of error of +/- 4.2%.

See Alexander Island Park Management Plan – August 2023 attached pdf. See pages 136-202.

A dynamic workshop was held with elected officials on March 29, 2023 to gather input

and ideas on four brainstorming topics. Key takeaways from the session include:

Park should emphasize research and education.

- Desire for the park to provide unique facilities, programs, and experiences.
- No camping, otherwise passive uses.
- Do not duplicate the offerings of other nearby parks.
- More natural, less commercial
- Do not lose the natural look of the park.
- Formal dog park is not desired.
- Bring visitors to the water; floating docks and kayak uses.
- Incorporate lots of hiking, walking paths, boardwalks.

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- **Include fishing opportunities**
- **Establish a vision that is flexible to meet the needs of the community in the future.**
- **Do not overdesign**
- **Desire to have a friend group for long-term care and improvements at the park.**
- **Adventure recreation elements are not desired due to potential negative environmental impacts to the park.**
- **Plan a wayfinding system to include navigation and emergency information.**
- **Highlight the beauty of the river.**
- **Do not undo what mother nature has created.**
- **Include restrooms, parking, water access, picnic areas, walking and hiking trails for immediate use.**
- **Include facilities for multi-modal access to site.**
- **Plan for the first five years of resource needs.**
- **No desire for additional motorboat access or use of the park**

The Alexander Island property was acquired for use as a passive recreation nature park not only for the City of DeBary but for Volusia County as well, with the aim of protecting both the natural and cultural resources on the site. The park is intended to be managed only for the conservation, protection, and enhancement of those resources, and for public outdoor recreation that is compatible with the conservation, protection, and enhancement of the site.

The following are the prioritized objectives for Alexander Island Park, which will be incorporated:

- **Protection of natural resources**
- **Provide recreational opportunities**
- **Provide freshwater research opportunities**
- **Provide nature-based activities and programming**
- **Provide access to the St. John's River**
 - **Preserve cultural and archaeological resources**

GOAL:

13.1 Volusia County shall establish a comprehensive parks and recreation system that provides sufficient land, facilities and programs to meet the existing and future recreational needs of the residents and visitors of the County.

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OBJECTIVE:

13.1.4 Volusia County shall develop and maintain a system of recreation sites and facilities to meet the level of service standards of the County.

3. Describe the project and construction timeline:

The City signed an agreement with design and engineering consultants Kimley Horn in November 2023 to provide design services for Alexander Island. The feasibility study, master plan, conceptual plans were completed in August 2023.

Upon award of the ECHO grant funding, the City plans to immediately put the project out to bid and secure a contractor by the end of 2024. We will complete the project in 3 stages: Park Entryway, Uplands, and Water Amenities.

Park Entryway: February 2025 – May 2025

The park entry way will consist of intersection improvements, entry into the park, fencing, and entry signage at the front of the park. The entry way improvements are expected to take 4 months to complete

Uplands: February 2025 – July 2025

The uplands will consist of the parking lot, signage, nature trails, stormwater infrastructure, and restrooms and operation/information center. Certain areas of the uplands will start at the same time as the entry improvements and is expected to take 6 months to complete. Completion will allow us to open the park to the public by Fall of 2025.

Water Amenities: June 2025 – January 2026

Water amenities include the lookout observation tower, kayak launch, fishing pier, and boardwalk. The start time for construction and the construction timeline will be dependent on the outcomes of the environmental permitting. Our goal is to start construction of the water amenities in Summer 2025 and complete the project by early 2026.

4. Describe how the green infrastructure and sustainability standards will be used in the project ([Green Building Standards | US EPA](#)).

Alexander Island Park exemplifies a project designed with the environment in mind. The Alexander Island property was acquired for use as a passive recreation nature park, with the aim of protecting both the natural and cultural resources on the site. The park is intended to be managed only for the conservation, protection, and enhancement of those resources, and for public

outdoor recreation that is compatible with the conservation, protection, and enhancement of the site.

The following are the prioritized objectives for Alexander Island Park, which will be incorporated into the design

1. Protection of natural resources
2. Provide recreational opportunities
3. Provide freshwater research opportunities
4. Provide nature-based activities and programming
5. Provide access to the St. John's River
6. Preserve cultural and archaeological resources

Another notable trend in passive parks is the promotion of biodiversity and conservation efforts. Many parks such as Alexander Island Park, designate wildlife habitats and protected areas, fostering the preservation of indigenous flora and fauna. Including guided nature walks and educational programs, an increased awareness about local ecosystems and the importance of biodiversity conservation can be obtained. Additionally, there is an increase in opportunities for passive parks to collaborate with research entities and conservation organizations to conduct studies and monitor the health of ecosystems. Through these initiatives, passive parks are becoming crucial centers for environmental education and research, engaging visitors in the protection and appreciation of natural resources.

5. How will the project conserve water and/or promote water efficiency?

Passive parks have seen a rise in popularity due to increasing environmental awareness and the importance of preserving natural habitats. One prominent trend in passive parks is the integration of sustainable practices in park design and management. Some park agencies are also implementing eco-friendly waste management systems and adopting water conservation measures to minimize environmental impacts. These sustainable initiatives not only showcase a community's commitment to environmental stewardship but also inspire visitors to adopt eco-conscious behaviors in their daily lives.

6. How will the project conserve energy and/or promote renewable energy?

Many park systems are incorporating renewable energy sources, such as solar panels and wind turbines, to power facilities and reduce carbon footprints. We will work with our park designers and landscape architects to look for these types of solutions that promote energy conservations and renewable energy resources.

7. How will the project, if a new facility, meet the green building standards or certifications?



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The park is intended to be managed only for the conservation, protection, and enhancement of those resources, and for public outdoor recreation that is compatible with the conservation, protection, and enhancement of the site. Promoting biodiversity and conservation efforts that include educational programs in a new facility designed by using natural and durable materials that meet the green building standards or certifications is a vital component of this project. The facility incorporates principles of sustainability, ensuring that the park harmonizes with its natural surrounds and minimizes environmental impact.

8. Describe how the project will comply with the ADA accessibility requirements:

All access points to the park, facilities, and amenities will be ADA accessible where required. This includes the use of ramps, railings, appropriate surfaces, larger walkways or entryways, and more to ensure all can enjoy everything the park has to offer.

9. If applicable, describe any additional phases:

Phase 2 includes additional accessibility enhancements, over 1.5 miles of unpaved hiking trails, indoor park facilities to include offices and a flexible classroom space and additional observation platforms and towers. As well as serving as a park, Alexander Island, also known as Riverbend South, the City plans to partner with the Aquatic Preserve Alliance of Central Florida, a private nonprofit environmental organization, for the development of a freshwater research and education center on the property, for which the City will provide land. The research and education center will be operated by the Aquatic Preserve Alliance. The Department of Environmental Protection's Wekiva River Aquatic Reserve approached the City about opening a freshwater research and education center on the northernmost ten acres of the property. If successful, the green building, constructed by using sustainable technologies and materials which can maintain or improve the quality of life of the environment in which it is located, will house permanent researchers at Alexander Island and be open for school field trips and visitors.

Programming will be implemented by our Recreation Manager and Recreation Supervisor through contracted instructors. Programming will be nature based and could include kayaking/canoeing, fishing, hiking, bird watching, and more. See Alexander Island Park Management Plan – August 2023 attached pdf. See page 60 for Phase 2 outline.



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PROJECT TEAM

1. List the name and address of the architect, engineer, design consultants and/or general contractor selected. Include the information for the persons signing the Certification of Information and Compliance Form:

The General Contractor will be selected according to the City's Bidding/Purchasing policies.

Carmen Rosamonda, City Manager

Elizabeth Bauer, Finance Director

**City of DeBary
16 Colomba Road
DeBary, Florida
32713**

Project Team:

Discipline	Company Information	Team Member	Job Title
Project Management/Landscape Architect	Kimley-Horn and Associates, Inc. 200 S Orange Ave Suite 600, Orlando, FL 32801	Scott Mignonet Ray Lopez Jim Zheng Nora Abbott Nick Kuhn Kasey Arroyo	Team Lead, Landscape Architect Park Designer/Project Manager Park Designer Park Designer Landscape Architect Project Accounting/Administration
Civil Engineer	Kimley-Horn	Brent Lenzen Chad Wise John Dean Ethan Hellinger	Engineer Engineer Analyst Analyst
Structural Engineer	Kimley-Horn	Casey Long Cory Salt Andre Smith Nick Torres	Engineer Engineer Engineer Analyst
Electrical Engineer	Cabral Engineering, Inc 618 E South St Orlando, FL 32801	Francisco Cabral Michael Cucuta	Engineer Team member
Geotechnical Engineer	Terracon 1675 Lee Road I Winter Park Florida 32789	Sheena McMaster	Engineer
Survey	Allen & Company 16 E Plant St Winter Garden, FL 34787	Duane Young Jim Rickman Marivette Rodriguez Bree Pena	Project Manager VP/Executive Director of Land Team member Team member
Environmental	Breedlove, Dennis & Associates, Inc. 30 East Liberty St. Brooksville, FL, 34601-2910	Jennifer Rosinski Jeff Pardue Tarah Parish	Principal Scientist Sr. Vice President Team member



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2. List the person/persons who created the budget and describe their experience with this type of project:

The budget section for the proposed Alexander Island Park was prepared by the City of DeBary's City Manager Carmen Rosamonda who is highly qualified and experienced in the development and approval of the project budget. As the City Manager, Carmen Rosamonda is responsible for the development of the entire City of DeBary annual budget after public meetings and budget workshops.

The City of DeBary held a Town Hall including an Alexander Island Park City Council Workshop on March 29, 2023. The workshop focused on reviewing other comparable parks, the vision of Alexander Island Park, what will make the park passive and features and amenities. Several residents, business owners, user groups and civic organizations attended.

The City of DeBary budget workshops for the Fiscal Year 2023-2024 Annual Budget were open to the public on September 6, 2023. The final Fiscal Year 2023-2024 Annual Budget was approved by the DeBary City Council on September 20, 2023.

3. If a complete list is not available, explain why (include when the project team will be selected):
N/A

PROJECT MANAGEMENT TEAM

1. List the name of staff dedicated to this project (include their responsibilities and the amount of time each will be spending on the project per week):

- **Carmen Rosamonda, City Manager**
- **Jason Schaitz, Parks & Recreation Director**
- **Tom VanDeHey, Parks Superintendent**

The City Council of DeBary has awarded negotiation and execution powers of the required documents for the improvement of this property to the City Attorney and City Manager. The City Council has also empowered the City Manager to encumber, authorize or expend any funds needed to complete the project.

- **The City Manager will dedicate approximately 5% of the workweek to this project. The City Manager will sign off on the final vendors selected and any other documents needed to complete this project.**
- **The Parks & Recreation Director will dedicate 10% of the workweek to this**

project. The Parks & Recreation Director will prepare the final paperwork for the project bid package, complete, and submit any other paperwork needed to complete this project to the City Manager.

- The Parks Superintendent will dedicate 20% of the workweek to this project. This position will assist with the bid documents for the project bid package as well as coordinate with the selected vendors to oversee the installation portion of this project. The Parks Superintendent will also apply for project permits as required.

PERFORMANCE MEASURES

1. Explain the project's goals and objectives:

Goal:

The overarching goal of the Alexander Island Park project is to increase community and county awareness and engagement by utilizing environmentally responsible stewardship and developing a positive brand for the Alexander Island Park for residents, community leaders, community organizations and businesses located in the City of DeBary, Florida and Volusia County. See Additional Information Letter of Support in Supplemental Documents, Pages 126-131.

Objectives:

- Protection of natural resources.
- Provide recreational opportunities.
- Provide freshwater research opportunities.
- Provide nature-based activities and programming.
- Provide access to the St. John's River.
- Preserve cultural and archaeological resources.
- Increase awareness of Alexander Island Park amenities and opportunities to enrich the quality of life for City of DeBary and Volusia County residents, organizations, and businesses.



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- **Provide residents and users with easy access to obtain information on Alexander Island Park via a variety of information options.**
 - **Develop a strong connection between residents and Alexander Island Park by encouraging visitation to the park and increasing knowledge of environmental stewardship actions within the park.**
 - **Ensure planned and future programs meet the needs of the residents of the City of DeBary and Volusia County. Develop tactics to solicit measurable and meaningful feedback from residents of the City of DeBary and Volusia County.**
 - **Ensure communications and messaging is consistent with the City of DeBary's Communication and Government Affairs marketing standards, guidelines, and strategies.**
2. Elaborate on how these goals and objectives will be measured for the length of the restrictive covenants:
- **Analyze maintenance tracking measures to ensure best practices for conservation and sustainability are being met.**
 - **Get public feedback from surveys, public meetings, and recreation program participants.**
 - **Track park users and program participation annually**
 - **Use analytics from all communication and marketing tools to include email, website, and social media to ensure we are reaching the desired target markets.**

FUNDING REQUEST

1. Project Funding (Grant Request Amount and Match Amount):
- | | |
|---|------------------------|
| a. Standard Grant Request (up to \$600,000.00) | \$ 0.00 |
| b. Exceptional Grant Request (up to \$2,500,000.00) | \$ 2,500,000.00 |
| c. Confirmed Match Funds | \$ 2,505,500.00 |
| d. Total Project Cost (ECHO + Match) | \$ 5,005,500.00 |
2. Mandatory Workshop was attended by: **Theresa Brooks, Kelly Crane, Barbara Storz**
- Date of Workshop: **04/25/2024**
3. List any prior year grants received from ECHO (include year, project name and amount of grant):



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The City of DeBary received seven prior grant awards from the Volusia County ECHO program.

- **2010 - Phase I:** ECHO Grant #10-06/\$250,000 Rob Sullivan Community Park – Two multi-purpose fields and Parking Lot Extension adding ninety-one spaces, retention pond and connecting walkways. This project was completed and closed out on 10/18/2012.
- **2012 - Phase II:** ECHO Grant #12-06/\$80,000 Rob Sullivan Community Park Improvements - Lighting. This project was completed and closed out on 5/30/2013.
- **2014 - Phase III:** ECHO Grant #14-05/\$121,000. This phase included the addition of trail lights on the south side of the existing trail and the upgrades of two adjacent playing fields that were unusable for sports or recreation events due to unstable terrain and trip hazards. The existing dug out area was extended out by 10 lineal feet and the installation of an irrigation system and turf for the playing area on the two fields was completed and closed out in September of 2015.
- **2017 - Phase IV:** ECHO Grant #17-02/\$315,000. This phase included the addition of a lighting system for the multi-purpose sports fields, playing field top dressing and the installation of a playground with a shade cover adjacent to the playing fields.
- **2021 – Phase V:** ECHO Grant #21-01/\$150,000. This phase included the Rob Sullivan Operations Center and Shade Structure.
- **ECHO Grant #18-01/\$ 140,750.** The City of DeBary Gateway Park Improvements. This project upgraded playground equipment and added new exercise equipment for public use.
- **2022 – Phase I:** ECHO Grant #22-01/\$75,000. The City of DeBary Bill Keller Park Improvements. The Bill Keller Park Improvements Phase I project included installing LED lighting on the tennis and basketball courts and a new dog park.



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BUDGET INFORMATION

1. A complete project budget must be submitted in the format provided by the county. Budget must be accurate and realistic (projects will be implemented within the budget set at the time of application).

BUDGET DETAIL CHART							
Construction Phase Expenditures <i>Add rows as needed</i>	UC +	LM +	IN-KIND +	PSC	= MATCH	ECHO	TOTAL
Construction:	1,875,000	625,000			2,500,000	2,500,000	5,000,000
Site Work Access & Circulation (Paving) Storm Sewer Water Reclaimed Water Sanitary Electrical Operations/Information Center Restroom Building Hardscape Features Landscape Irrigation Up to 10% Contingency							
Signage:	5,500				5,500		5,500
ECHO Temp Sign							
ECHO Permanent Sign							
PROJECT TOTALS	1,880,500	625,000			2,505,500	2,500,000	5,005,500

Line items should be made to match your project (some examples are Equipment, Metals, Finishes, Wood, and Plastic, Thermal, Plumbing). Budgeted match amounts should be placed in the corresponding description column (Unencumbered Cash, Land Match, In-kind Services/Items or Previously Spent Cash). Request amounts should be compromised of all line items and entered in the detail category heading.



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MATCH DOCUMENTATION

1. All documentation for match must be included in the application as outlined in the ECHO Guidebook pages 9 - 11.

The City of DeBary will be using the max land match allowable which is \$625,000.00. In addition, there is \$4,375,000.00 set aside in the FY 24 Budget for the Alexander Island Park Project.

See Match Documentation in Supplemental Documents, Pages 18-24.

RESTRICTIVE COVENANTS

1. Do you agree to comply with the requirement to file a 20-year Restrictive Covenant with the Volusia County Clerk of Court if ECHO Grant is awarded?

☒ Yes

☐ No

△ If the project of the application is mortgaged or leased property, other than those applying for trails in the County Master Plan or projects on land not owned by the applicant, a letter from the Mortgagee or Lessor, stating that they agree to sign the Restrictive Covenants must be provided with the application.

△ Applicants with projects on State or Federal owned lands are automatically exempt from this requirement but are held to the same liquidated damages cited within the Restrictive Covenants through language found in the final ECHO agreement for which the grantee is held responsible.

OPERATING FORECAST DETAIL

1. Outline how the facility or project will operate once complete. The narration should include such items (as applicable) as staffing, maintenance requirements, increased programming, fees and memberships, and Include a detailed maintenance and replacement plan for the 20-year compliance period:

Operational plans help in resource allocation, enabling effective management of budgets, staffing, and equipment, with the goal that the park can provide a consistently high level of service to its visitors.

Operational and Maintenance plans are vital as they help preserve physical assets and natural beauty, prolonging public investment lifespans and reducing the need for costly repairs. This plan identifies regular maintenance tasks, such as landscaping, waste management, infrastructure upkeep, and facility inspections, including the frequency, staff resources, and costs associated. By adhering to a

plan, parks can proactively address issues before they escalate, saving time and money in the long run. Regular maintenance also contributes to the safety of visitors, ensuring that park facilities are in good condition and minimizing potential hazards. The City of DeBary commits to maintaining the facility/project/property for the length of the 20-year restrictive covenant period.

The following items identify assumptions and key information that helped form the development of this operational and maintenance plan:

- The City of DeBary will operate the facility.
- Initial opening of park is projected as 2025.
- Attendance is estimated to be 29,746 (attendance from comparable parks) annually with participation in the following activities:
 - Canoe/Kayaking
 - Walking
 - Fishing
 - Hiking
 - Running
 - Birdwatching
 - Swimming (freshwater beach)
- The plan identifies the cost associated with Phase 1.
- Maintenance staff assigned to this facility will be City employees. Some specialty services such as tree removal, brush hogging and burning will be completed through contracts.
- The City does not currently charge the department's administrative costs associated with operations.
- Proposed Hours of Operation:
 - 7 days a week: Dawn-Dusk.

Alexander Island offers the opportunity for the community to get involved by volunteering. Volunteers cannot be counted on for primary maintenance of the site but enhancing efforts provided by the City. Tasks include visiting patrons, providing programs and facility upkeep.

Figure 6 provides an organizational chart for the full-time positions associated with the operation of the facility. Positions in red were identified by the consultant team as recommendations. It is important to note that the facility and operations will be developed in 2 phases. Phase 1 would include a Parks Crew Chief and 2 maintenance workers. Phase 2 would include an additional maintenance worker and a recreation coordinator.

- ***Parks Crew Chief*** – Acts as a working supervisor. Primarily works Mon-Fri at Alexander Island performing manual labor functions as well as supervising maintenance personnel.
- ***Maintenance Crew*** – Staggered schedule with one (1) working Sun-Wed and a second position for Wed-Sat. Performs manual labor functions such as groundskeeping and custodial.
- ***Recreation Coordinator*** – Attends to the daily operation of the facility and assist in scheduling, developing and facilitating recreation programs, concessions and special events.

Full-Time Staff: (with salary in 2023)

Phase 1

- **Parks Crew Chief (1)- \$54,018**
- **Maintenance Worker II (2)- \$89,908**

Phase 2

- **Recreation Coordinator (1)- \$43,853**
- **Maintenance Worker II (1)- \$41,210**
- **Benefits factor of 40% of total salaries has been applied.**

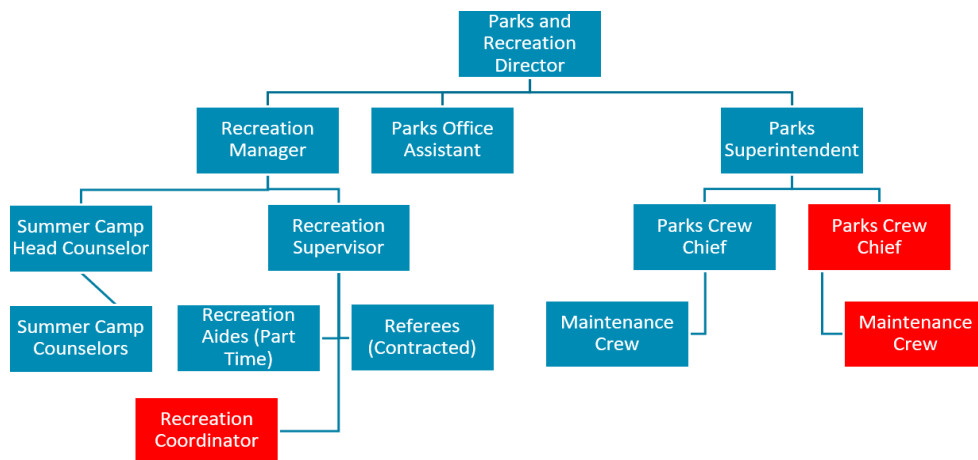
Part Time Staff: (with hourly rate in 2023)

Phase 1

- **Maintenance- \$16.00**

Phase 2

- **Attendant- \$15.00**
- **7.65% FICA and other benefits.**



*Proposed Park and Recreation Department
Organizational Chart with additional staff
positions*



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The City of DeBary routinely monitors all facilities, budgets and equipment and replaces as needed.

2. Submit a business plan, feasibility study and marketing plan. These plans must be specific to Volusia County and the proposed project:

The business plan, feasibility study and marketing plans and recommendations in the Alexandra Park management plan have been adopted as the park's management plans. See Alexander Island Park Management Plan – August 2023 attached pdf:

- **Part 1 Feasibility Study, pages 8-47**
- **Part 3.1 Business Plan, pages 64-75**
- **Part 3.2 Marketing Plan, pages 76-81**

BUSINESS PLAN

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3.1 PROJECTED OPERATIONAL & MAINTENANCE PRO-FORMA

Preparing operational and maintenance plans for parks is essential to ensure the smooth and efficient day-to-day functioning of the park and to maintain its quality and appeal over time. Operational plans identify resources, procedures, and responsibilities required to manage the park's daily activities, including operations hours, maintenance tasks, staffing needs, and expenditures.

The pro-forma is intended to allow decision-makers an insight into how Alexander Island Park may operate based upon recommendations included in this report and what additional resources may be needed to operate the park. Three (3) sections to the plan are included:

- Financial Analysis
- Alternative Funding Strategies
- Operations and Maintenance Plan

Ultimately, an operational and maintenance pro-forma will play a pivotal role in the sustained success of Alexander Island Park, providing a framework for efficient management, continuous improvement, and the delivery of memorable and enjoyable experiences for visitors.

KEY TAKEAWAYS:

- The Pro-Forma includes three (3) primary sections; Financial Analysis, Alternative Funding; and an Operations and Maintenance Plan.
- Historic capital funding for park projects has averaged less than \$500,000 annually with approximately 1/3 of that coming from grants.
- Development of Alexander Island Park will require significantly more capital funding allocation which may require the identification of additional alternative funding sources.
- Additional city resources will be required to successfully develop grant applications and when successful, administer the grants to ensure reimbursement.
- In addition to increases in capital improvement funding, the City will need to plan for capital equipment expenditures of over \$500,000 needed to maintain the park site already owned by the City.
- Annual operational costs for Phase 1 development of the park may be over \$360,000 and increasing to over \$545,000 upon full development of proposed site program.
- Annual revenue for Phase 1 is estimated to be as much as \$28,000+ by Year 5 after opening and as much as \$75,000 by Year 5 with full development.
- The City should plan a capital replacement fund for lifecycle costs associated with the park.

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Financial Analysis

Marketing

The Parks and Recreation Department utilizes a number of mechanisms for marketing the programs and services available through the department.

- Press Releases to local media
- Banners at parks
- City Website
- Program Brochure
- Program and Event Flyers
- Social Media posts
- School Newsletter
- City Message Board
- City Newsletter
- Email

DeBary uses the typical avenues for promoting parks and recreation programs, services, and facilities. A key part of marketing is to develop a strategy as well as measure the success in achieving each of the objectives. Common objectives and measurements are:

- Communicating the opportunities – document number of social media posts or flyers distributed.
- Increasing participation – provide baseline participation along with a percentage increase desired

- Generating new and/or additional revenue – provide baseline revenue along with a percentage increase desired

Budget

Information in Table 19 is derived from the 2022/2023 budget cycle of the City. Historical data is provided when it was available.

Capital Improvement Plan

The Parks and Recreation Department has established a 3-year Capital Improvement Plan. The most recent plan (Table 20) identified 40 items in need of funding, although most are not funded. Priorities have been established by engaging the staff and community.

Table 20: City of DeBary Parks and Recreation Department Capital Improvement Plan (2015-2020 and 2020-2023)

Fiscal Year	Capital Funding	Grant Funding	Net City
2015/2016	\$ 409,094.00	\$ 109,518.00	\$ 299,576.00
2016/2017	\$ 320,995.00	\$ 178,469.00	\$ 142,526.00
2017/2018	\$ 1,034,236.00	\$ 491,826.00	\$ 542,410.00
2018/2019	\$ 98,534.00	\$ 37,904.00	\$ 60,628.00
2019/2020	\$ 314,500.00	\$ 84,603.00	\$ 229,897.00
Total	\$ 2,177,359.00	\$ 902,320.00	\$ 1,275,039.00
Average Per Year	\$435, 471	\$ 180,464.00	\$ 255,077.00

Fiscal Year	Funding Requested	Grant Funding Available	Net City
2020/2021	\$ 599,100.00	\$ 267,225.00	\$ 331,870.00
2021/2022	\$ 378,400.00	\$ 60,000.00	\$ 318,400.00
2022/2023	\$ 233,500.00		\$ 233,500.00

Table 19: City of DeBary Parks and Recreation Department Expenditures (2019-2023)

Expenses	FY23 Adopted	FY22 Adopted	FY 21 Actual	FY20 Actual	FY19 Actual	FY19 Actual
Admin	\$ 1,628,251.00	\$ 1,721,286.00	\$ 1,074,753.00	\$ 1,143,719.00	\$ 858,419.00	\$ 808,980.00
Recreation	\$ 64,000.00	\$ 46,000.00	\$ 47,589.00	\$ 36,463.00	\$ 46,777.00	\$ 43,037.00
Parks Maint.	\$ 297,880.00	\$ 334,450.00	\$ 269,553.00	\$ 192,228.00	\$ 204,390.00	\$ 306,547.00
Special Events	\$ 113,950.00	\$ 97,650.00	\$ 58,299.00	\$ 28,919.00	\$ 59,692.00	\$ 47,800.00
Total	\$ 2,104,081.00	\$ 2,199,386.00	\$ 1,450,195.00	\$ 1,401,328.00	\$ 1,169,278.00	\$ 1,206,364.00
% of City budget	12.10%	15.40%	11.80%	10.80%	10.30%	9.90%

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The city should continue to utilize a 3-year capital improvement plan and seek grant funding as much as possible. Additional funding should be dedicated to additional items to enhance operations, reduce maintenance, and improve safety

Cost Recovery

DeBary does not operate under a cost recover mandate, although does have targets when considering fees.

Programs

Programs are priced based on an 85% cost recovery. Direct program costs must be recouped with program revenue and sponsorship include staffing, shirts/jerseys, new equipment, program supplies, field maintenance, awards, background checks, and advertising.

Facility Rentals

All facility rental rates are priced based on similar facilities within the region while trying to keep the prices as low as possible for residents.

The current structure is based on direct costs. The city should consider updating the cost recovery strategy to include full costs of service to include indirect costs, such as administrative time, full-time personnel, building costs, etc.

The Department will need to continue to evaluate and monitor, but setting targets for the facility operations and disseminating that information outward into the Department will be important.

Funding

The City of DeBary looks at traditional and non-traditional funding strategies for projects. Below are lists of both sources.

Traditional Funding: The bulk of funding options that most agencies pursue falls into this category.

- General Fund
- Revenue Bonds
- Impact Fees
- Fees and Sales
- Taxes

Alternative Funding: While the options of alternative funding are more extensive, the associated dollar amounts with each category vary greatly.

- Philanthropic:
 - Donor & Capital Campaigns
 - Volunteers & In-Kind Services
- Grants:
 - Governmental
 - Foundations
- Partnerships
 - Single Agency
 - Multi-Party
 - Marketing Partnership & Sponsorships

It is important to note that in many cases the funding sources are not an all or nothing proposition. In other words, agencies can, and have, “stacked” multiple funding sources on top of one another to achieve their financial goal.

The basic requirement for the provision of recreation programs and services is a funding commitment associated with the development of facilities to support programs and staff to manage and provide the programming. This usually requires a tax dollar commitment but also other sources of funding including program fees, grants, and partnering with other agencies can also help with additional funding. In many recreation departments, funding limits have been the greatest single challenge to providing not only existing programs but also bringing on any new services.

Pricing Methodologies

Income through the Parks and Recreation Department is earned through recreation programs, facility rentals

and some special events. The main goals of any earned income brought in from programs, rentals, and special events is to meet cost recovery needs and be able keep the fees as low as possible based on research done of similar fees within the region.

The pricing strategy may be updated to include full cost recovery as well as differentiate between core service areas such as:

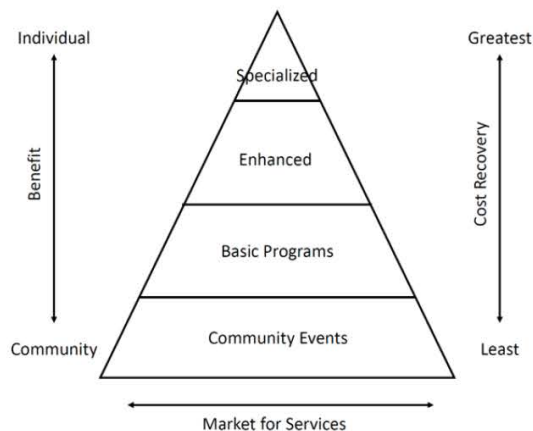
- Youth programs
- Adult programs
- Senior programs
- Community events

Tactics may include:

- Target age
- Residency
- Weekend/Weekday
- Prime/Non-Prime
- Group Discounts

Many departments are now tiering their programs into different categories with differing levels of cost recovery, Figure 5.

Figure 5: Tiered Cost Recovery Model Example



Alternative Funding Strategies

One of the major challenges for park projects is determining a method for funding the capital development costs as well as the anticipated annual operations and maintenance. A number of different funding sources may need to be utilized for this project to become a reality. As a result, a number of possible funding sources were investigated. Although this is not meant to be an exhaustive list it does indicate possible available funding sources. These include:

Capital Funding:

Partnerships – The possibility of including equity (primary) partners in the project was entertained early in the process. There will be limits on the number of these types of partners that can be established for the project due to competing interests. Partnership dollars received from other organizations is expected to be limited and probably will not be above 10% of the total cost of the project. More likely is the development of portions of the site by others. Partnership funding derived from corporate dollars may be able to increase the level of revenue from this source but a more detailed partnership assessment will be necessary to determine a realistic level of expectation.

Grants/Endowments:

Competitive grant funding will have a significant role in supporting and enhancing Alexander Island Park. One of the key benefits of competitive grant funding is that it encourages the City to come up with creative and impactful proposals that address specific needs. By competing for funding, the City is incentivized to think strategically, collaborate with stakeholders, and advance elements of this plan that align with funding criteria.

Moreover, competitive grant funding promotes equity in park development and ensures that a diverse range of areas can benefit from funding opportunities. By making the funding process competitive, these grants



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also encourage accountability and transparency in the use of public funds. Most grants require reporting on the progress and outcomes of projects, ensuring that the allocated funds are used efficiently and effectively. The City of DeBary has proven to be effective at seeking and administering grant allocations and will utilize this type of alternative funding sources extensively to advance this plan and funding capital improvements at Alexander Island Park.

A number of grants and/or endowments are available for park projects at Alexander Island Park. The following is a list of potential sources available to the city:

Volusia County ECHO Grant Program: Initially in 2000 by Volusia County, voters overwhelming voted to continue the program in 2020 for another 20-years. The program has awarded nearly \$94 million to agencies through Volusia County. The City has been successful with the grant project seven (7) times with a total of \$1.130 million or an average of \$161,000+ per application. The program recent increased the maximum grant amount to \$2.5 million which the City of Holly Hill received in 2021. The program averages over \$4 million in awards annually with many grants being over \$1 million.

Florida Department of Environmental Protection: Florida Recreation Development Assistance Program is a competitive program that provides grants for acquisition or development of land to facilitate public outdoor recreation use or to construct or renovate recreational trails.

Land and Water Conservation Fund Program: Land and Water Conservation Fund Program is a competitive program that provides grants for acquisition or development of land for public outdoor recreation use.

Office of Greenways and Trails: Office of Greenways and Trails is a component of Florida Forever. The program provides funding for the acquisition of projects that help establish Florida's statewide network of greenways and trails.

Recreational Trails Program: Recreational Trails Program is a competitive program that awards grants for projects that provide, renovate or maintain recreational trails, trailhead and trailside facilities. Project proposals may address the following recreational trail interests: motorized trails; non-motorized trails; and mixed-use projects.

Clean Vessel Act Program: The Federal Clean Vessel Act of 1992 provides funds for the construction of pumpout, dump station facilities and pumpout vessels, and supports educational, outreach and public awareness programs. Funds are available to applicants whose facilities are located on navigable fresh or salt-water bodies within the State of Florida who service recreational vessels. Eligible participants can include public and private operators of facilities such as boat ramps, marinas, and dock slips that provide public access.

Florida Department of Economic Opportunity: Small Cities Community Development Block Grant Program provides funding for community development and is administered by the Department of Economic Opportunity. Examples of activities that are eligible for funding include: parks and recreation; drainage improvements; downtown revitalization; Brownfields Economic Development Incentive; rehabilitation and preservation of housing; water and sewer improvements; street improvements; and economic development activities.

Water Management Districts: St. Johns River Water Management District may conduct land acquisition programs under the Florida Forever Act to help acquire lands to restore, preserve and manage water resources. Water Management District acquisition efforts are generally focused on medium- to large-size parcels that protect wetlands and adjacent water bodies.

Florida Forest Service: Urban and Community Forestry Grant Program provides funds to organizations to develop or enhance their urban and community

forestry programs. Awards are made as matching grants to local governments, educational institutions, Native American tribal governments, and legally organized nonprofit organizations in five grant categories: local government program development; demonstration or site specific projects; nonprofit administration; information and education, and urban forestry training.

Florida Fish and Wildlife Conservation Commission

Invasive Upland Control Funding provides approximately \$9 million annually for upland invasive plant removal projects on public conservation lands recognized by the Florida Natural Areas Inventory.

Florida's State Wildlife Grants Program is a matching grant program that provides financial support for projects that address conservation needs identified in the Comprehensive Wildlife Conservation Strategy. Grants are awarded to eligible recipients on a competitive basis. A new grant cycle opens in the fall of each year.

Florida Boating Improvement Program provides funding through competitive grants for boating access projects and other boating-related activities on coastal and/or inland waters of Florida. Eligible program participants include county governments, municipalities, and other governmental entities of the State of Florida.

Florida Department of Transportation: Transportation Enhancement Program- The following activities are eligible for funding under the Transportation Enhancement Program: facilities for pedestrians and bicycles; safety and educational activities for pedestrians and bicyclists; acquisition of scenic easements and scenic or historic sites; scenic or historic highway programs; landscaping and other scenic beautification; historic preservation, rehabilitation and operation of historic transportation buildings, structures, or facilities; preservation of

abandoned railway corridors; control and removal of outdoor advertising; archaeological planning and research; environmental mitigation, and; transportation museums. The program is not a grant program, rather projects are undertaken by project sponsors, and eligible costs are reimbursed.

The Conservation Fund: Kodak American Greenways Awards Program- The Kodak American Greenways Awards Program, a partnership project of the Eastman Kodak Company, The Conservation Fund, and the National Geographic Society, provides small grants to stimulate the planning and design of greenways in communities throughout America. Grants may be used for activities such as: mapping, ecological assessments, surveying, conferences, and design activities; developing brochures, interpretative displays, audio-visual productions or public opinion surveys; hiring consultants, incorporating land trusts, building a foot bridge, planning a bike path, or other creative projects.

Donors/Fundraising:

A possible source of capital funding could come from a comprehensive fundraising campaign in the city. Contributions from local businesses, private individuals and social service organizations should be targeted. To maximize this form of funding a private fundraising consultant may be necessary. A goal of fundraising could be to fund between 5% and 10% of the capital cost of the project.

Naming Rights and Sponsorships:

Although not nearly as lucrative as for large stadiums and other similar facilities, the sale of naming rights and long-term sponsorships could be a source of some capital funding as well. It will be necessary to hire a specialist in selling naming rights and sponsorships if this revenue source is to be maximized to its fullest potential. No lifetime naming rights should be sold only 20 year maximum rights should be possible. Determining the level of financial contribution necessary to gain a naming right will be crucial. This



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could mean a contribution for up to 25% of the total cost of the entire project for overall facility naming rights or 50% to 100% for individual spaces (specific spaces) within the park itself.

Even when all of the potential funding sources noted above are combined, they will at best generate a funding level of 50% for the project. It is clear that the primary source of funding will have to come from ARPA or tax dollars. As a result, several possible tax options were explored.

City of DeBary:

If the City of DeBary is going to be the primary funding agent for the Alexander Island, several options to acquire the necessary tax dollars for the project will need to be evaluated.

General Fund – The utilization of any existing non allocated tax dollars for the project.

Capital Improvement Fund – Project funding from city resources allocated for major capital projects.

Bond Measure – A voter passed tax initiative to fund the project.

Park Benefit Impact Fees – Utilization of development fees for the construction of the center. These fees would only pay for a small portion of the park and would not allow funding for other parks and recreation projects.

Certificates of Participation – A form of lease-purchase, COP's are issued for debt periods similar to normal bonds but the building itself serves as the collateral. This funding mechanism does not require voter approval but there still has to be the ability to make a substantial annual "lease" payment.

Operations Funding:

It is projected that there will be minimal revenue generated from the operations of Alexander Island. The operational and maintenance expense will be extensive as outlined in the Operations Plan. These expenses will need to be covered annually by the City.

Partnerships - If there are equity partners in the project there may need to be a contractual requirement with these partners to help with funding the annual subsidy.

Inter-local Agreements – Establishing agreements with other governmental agencies (Volusia County) and/or community organizations to fund the on-going operation is possible. However, unless the other organization is the actual operator and considering their own parks and facilities, it is unlikely that any significant operational dollars will be generated from this source.

Sponsorships – The establishment of sponsorships for different programs and services as well as funding for different aspects of a facility's operation is possible. But in most cases this provides a relatively low revenue stream for funding day to day operating costs and the Department currently lacks and sponsorship policy.

Grants – There are grants that are available for programs and services that serve the disadvantaged, youth, teens and seniors. In addition, ongoing conservation efforts, public health initiatives and other social service oriented programs may be funded as well.

Endowment Fund – This would require additional fundraising to establish an operational endowment fund that would be designed to fund capital replacement and improvements. It is often difficult to raise funds for operational endowments and the level of initial principal funding that is required is very high.

City of DeBary – It is expected that the City will have to be a primary operations funder.



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General Tax Dollars – The utilization of any existing non-allocated tax dollars for operations.

Foundation: It is highly recommended that a 501(c)3 foundation be established for the project. This will provide a way to collect a variety of fundraising dollars as well as equity partner payments for the project. This may also make the project eligible for a broader range of grant dollars as well.

FEASIBILITY STUDY

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Market analyses provide valuable insights into the preferences, behaviors, and expectations of the target audience. By conducting a thorough market analysis, one can identify the specific needs and interests of visitors, enabling the ability to tailor park offerings and amenities accordingly. This helps enhance visitor experiences and satisfaction, ultimately attracting more visitors and increasing park revenue. Furthermore, market analyses enable park managers to stay up-to-date with the latest trends, facilitating informed decision-making and ensuring the park remains relevant in the ever-evolving leisure needs of a growing community.

Moreover, market analyses play a crucial role in determining the potential demand for various recreational activities and facilities within a park. Understanding the demographic composition and socio-economic characteristics of the target market helps in designing marketing campaigns that resonate with the intended audience, leading to increased visitations. As park resources are often limited, a well-executed market analysis helps allocate these resources effectively, maximizing impacts and creating a sustainable, successful park that caters to the needs of its visitors while promoting the goals identified by the City of DeBary for the park.

KEY TAKEAWAYS:

- Two service areas were analyzed; a Primary Service Area (City of DeBary limits); and a Secondary Service Area (within 60 minute drive time).
- The Primary Service Area has experienced a higher growth rate, higher income levels, and smaller family sizes.
- Only 22.0% of households within the Primary Service Area have children compared to 26.9% for the State of Florida and 27.8% within the Secondary Service Area.
- The demographic profile of the Primary Service Area is majority white, older and with high household income than the Secondary Service Area or State of Florida.
- Population of the Primary Service Area is projected to grow to over 25,000 by 2027 from 22,290 currently; while the Secondary Service Area is projected to grow from 1.8M residents in 2022 to over 1.925M in 2027.
- Fishing, canoeing/kayaking, hiking, birdwatching, gardening, and enjoying music are all activities with significantly higher participation rates within the Primary Service Area compared to the Secondary Service Area or national rates.
- Within Primary Service Area, the activities with the highest participation rates include hiking (42.7%), running/jogging (15.0%), biking (road) (13.9%), and yoga (10.9%).
- Kayaking (+59.7%), exercise walking (+22.6%), and hiking (+15.6%) have largest increases in participation rates for activities between 2012-2021.

The first step in developing a market assessment is to establish and analyze service areas and identify recreation/leisure activities needs and desires. The following is a summary of the demographic characteristics within areas identified as the Primary and Secondary Service Areas. The Primary Service Area encompasses the City of DeBary. The Secondary Service Area is an approximate 60-minute drive time to Alexander Island including all of Volusia County.

The Consultant team accessed demographic information from Environmental Systems Research Institute (ESRI) who utilizes 2020 Census data and their demographers for 2022-2027 projections. In addition to demographics, ESRI also provides data on housing, recreation, and entertainment spending and adult participation in activities. The team also used information produced by the National Sporting Goods Association (NSGA) to overlay onto the demographic profile to determine potential participation in various activities.

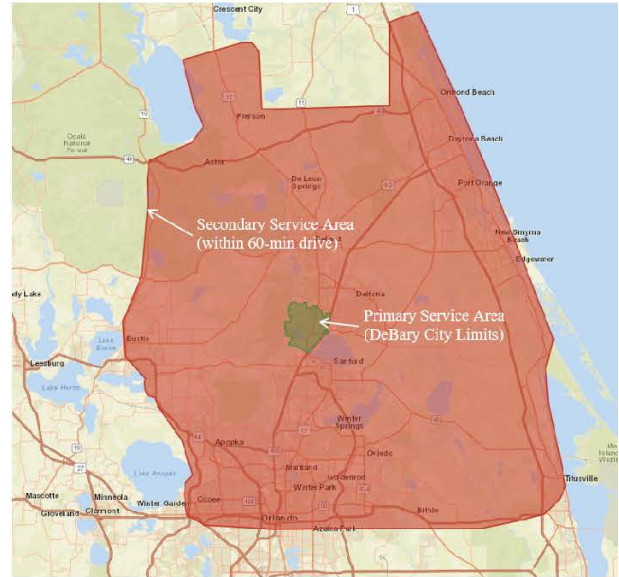
Service Areas:

The information provided includes the basic demographics and data for the Primary and Secondary Service Area, as shown in Map 1, with comparison data for the State of Florida and the United States.

Primary Service Areas are defined as the distance people will travel on a regular basis (a minimum of once a week) to utilize recreation facilities. Use by individuals outside of this area will be much more limited and will focus more on special activities or events.

Service areas can flex or contract based upon a facility's proximity to major thoroughfares. Other factors impacting the use as it relates to driving distance are the presence of alternative service providers in the service area. Alternative service providers can influence participation, membership, daily admissions and the associated penetration rates for programs and services.

Service areas can vary in size with the types of components in the facility.

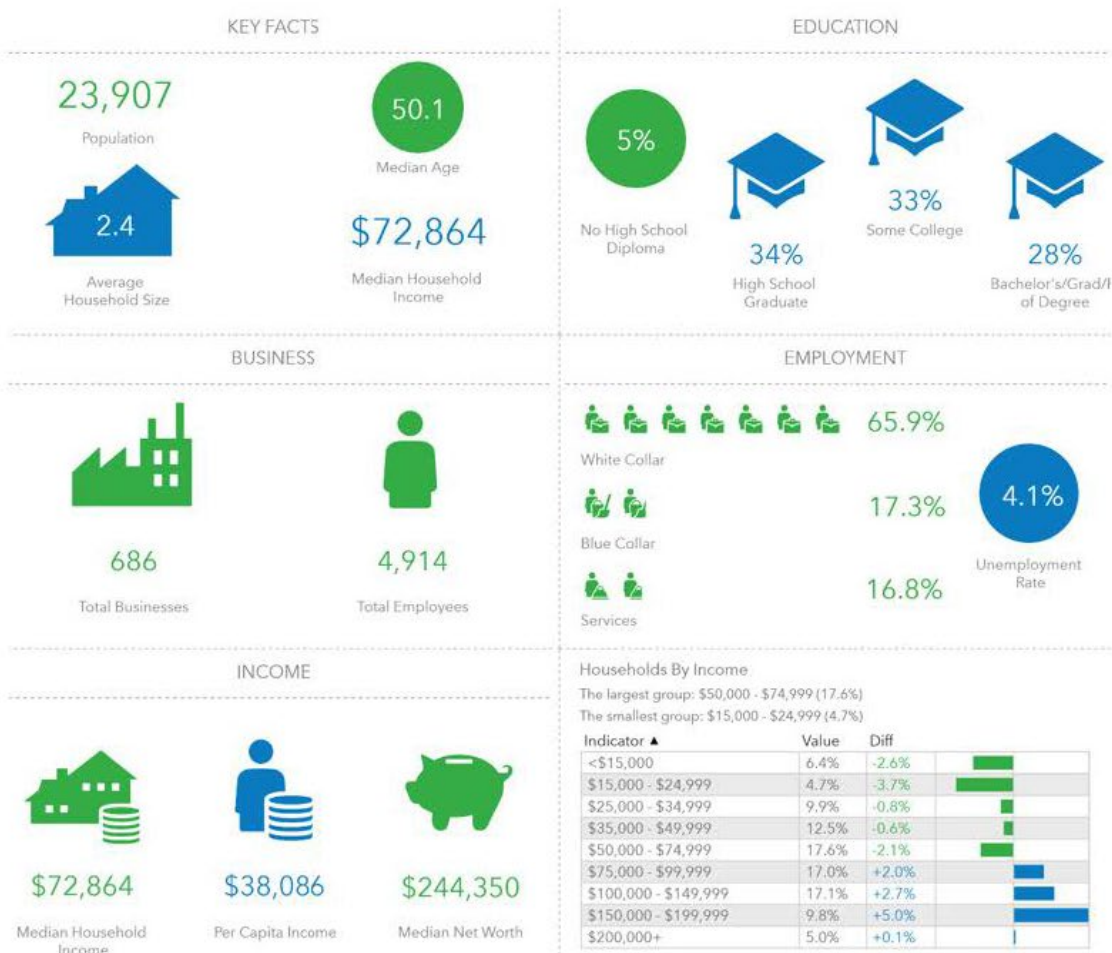


Map 1: Service Areas for Alexander Island Park; green = Primary Service Area (City of DeBary limits); Red = Secondary Service Area (within 60-minute drive time)

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Demographics:

Figure 2: Infographic summary comparison of Primary Service Area (City of DeBary) to Volusia County.



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Table 1: Demographic Summary of Primary and Secondary Service Areas.

	Primary Service Area	Secondary Service Area
Population:		
2020 Census	22,260	1,839,974
2022 Estimate	23,907	1,883,974
2027 Estimate	25,285	1,925,623
Households:		
2020 Census	9,149	718,688
2022 Estimate	9,778	736,761
2027 Estimate	10,292	753,898
Families:		
2020 Census	6,053	448,912
2022 Estimate	6,795	464,164
2027 Estimate	7,138	472,837
Average Household Size:		
2020 Census	2.41	2.49
2022 Estimate	2.43	2.49
2027 Estimate	2.44	2.49
Ethnicity (2022 Estimate)		
Hispanic	16.30%	22.20%
White	75.20%	58.10%
Black	5.50%	16.30%
American Indian	0.30%	0.40%
Asian	2.30%	3.90%
Pacific Islander	0.10%	0.10%
Other	4.70%	7.50%
Multiple	12.00%	13.80%
Median Age:		
2020 Census	48.9	38.6
2022 Estimate	50.1	40.1
2027 Estimate	50.7	40.6
Median Income:		
2022 Estimate	\$72,864	\$65,347
2027 Estimate	\$85,608	\$77,947

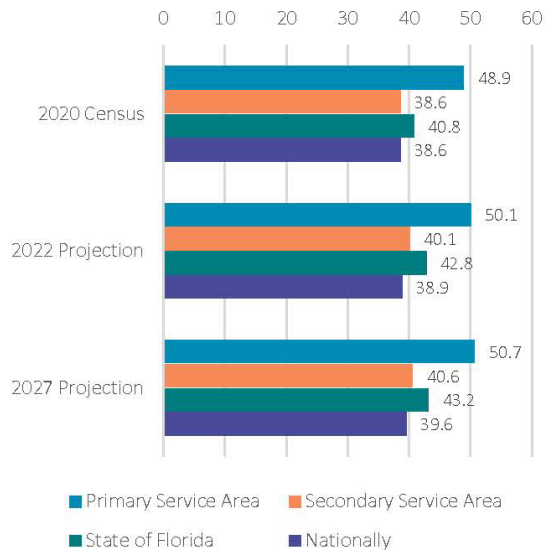
Sources: US Bureau of Census, 2010 and 2020 Census

Age and Income:

The median age and household income levels are compared with the national number as both of these factors are secondary determiners of participation in recreation activities. The lower the median age, the higher the participation rates are for most activities. The level of participation also increases as the median income level goes up.

The median age in the Primary Service Area is significantly older than the Secondary Service area, State of Florida, and National median. A lower median age typically points to the presence of families with children. Parks and recreation activities, programs and events draw a large demographic but tend to be most popular with youth and their parents.

Chart 1: Median Age for Service Areas compared to State of Florida and National medians.



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Household Types:

The following chart provides the number of households and percentage of households in the Primary and Secondary Service Area with children.

The information contained in Table 2 helps further outline the presence of families with children. As a point of comparison in the 2020 Census, 30.7% of households nationally had children present.

Table 2: Households with children comparison by Service Area to State of Florida average

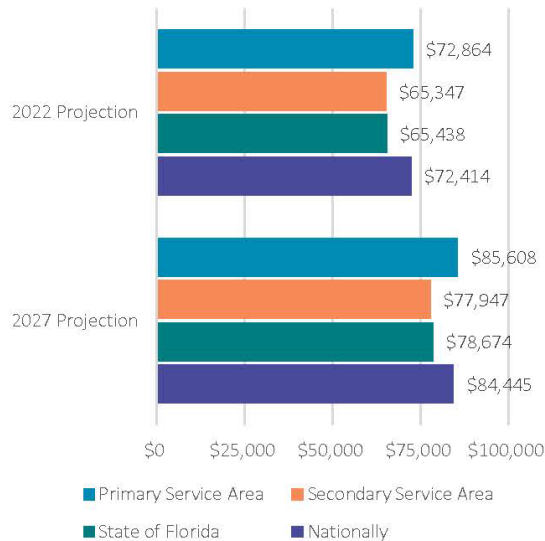
	Number of Households w/ Children	% of Households w/ Children
Primary Service Area	1,988	22.0%
Secondary Service Area	193,877	27.8%
State of Florida	--	26.9%

Median Household Income:

Based on 2022 projections for median household income (Chart 2) the following narrative describes the service areas:

- In the Primary Service Area, the percentage of households with median income over \$50,000 per year is 66.5% compared to 65.6% on a national level. Furthermore, the percentage of the households in the service area with median income less than \$25,000 per year is 11.1% compared to a level of 15.8% nationally.
- In the Secondary Service Area, the percentage of households with median income over \$50,000 per year is 63.5% compared to 65.6% on a national level. Furthermore, the percentage of the households in the service area with median income less than \$25,000 per year is 14.8% compared to a level of 15.8% nationally.

Chart 2: Median Household Income for Service Areas compared to State of Florida and National medians.



Household Budget Expenditures:

In addition to looking at the Median Age and Median Income, it is important to examine Household Budget Expenditures, Table 3. Reviewing housing information; shelter, utilities, fuel and public services along with entertainment and recreation can provide a snapshot into the cost of living and spending patterns in the services areas. The table below looks at that information and compares the service areas.

The consistency between the median household income and the household budget expenditures is important. It also points to the fact that compared to a National level the dollars available, the money being spent in the Primary Service Area is significantly higher. This could point to the ability to pay for programs and services offered at a recreation facility of any variety.

The total number of housing units in the Primary Service Area is 9,766 and 93.7% are occupied, or 9,149 housing units. The total vacancy rate for the service area is 6.3%. As a comparison, the vacancy rate

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nationally was 11.6%. Of the available units:

- For Rent 0.6%
- Rented, not Occupied 0.0%
- For Sale 2.1%
- Sold, not Occupied 0.0%
- For Seasonal Use 3.5%
- Other Vacant 1.2%

The total number of housing units in the Secondary Service Area is 789,351 and 91.0% are occupied, or 718,688 housing units. The total vacancy rate for the service area is 5.4%. As a comparison, the vacancy rate nationally was 10.6%. Of the available units:

- For Rent 2.3%
- Rented, not Occupied 0.4%
- For Sale 1.0%
- Sold, not Occupied 0.5%
- For Seasonal Use 3.5%
- Other Vacant 2.8%

Table 3: Household Budget Expenditures

Primary Service Area	SPI	Average Amount Spent	Percent
Housing	88	\$ 25,021.58	31.1%
Shelter	87	\$ 19,879.28	24.7%
Utilities, Fuel, Public Service	91	\$ 5,142.30	6.4%
Entertainment & Recreation	92	\$ 3,364.12	4.2%
Secondary Service Area			
Housing	89	\$ 25,533.22	31.7%
Shelter	89	\$ 20,371.58	25.3%
Utilities, Fuel, Public Service	91	\$ 5,161.64	6.4%
Entertainment & Recreation	89	\$ 3,280.04	4.1%
State of Florida			
Housing	92	\$ 26,249.60	31.7%
Shelter	91	\$ 20,931.14	25.3%
Utilities, Fuel, Public Service	94	\$ 5,318.46	6.4%
Entertainment & Recreation	92	\$ 3,371.59	4.1%

Source: Consumer Spending data are derived from the 2018 and 2019 Consumer Expenditure Surveys, Bureau of Labor Statistics. ESRI forecasts for 2022 and 2027.

Notes: Shelter along with utilities, fuel, public service are a portion of housing percentage.

SPI: Spending Potential Index as compared to the National number of 100.

Average Amount Spent: The average amount spent per household.

Percent: Percent of the total 100% of household expenditures.

Recreation Expenditures Spending Potential Index:

Finally, through the demographic provider utilized for the market analysis portion of the report, we can examine the overall propensity for households to spend dollars on recreation activities. The following comparisons are possible. Again, there is a great deal of consistency between median household income, household budget expenditures and now recreation and spending potential.

Table 4: Recreation Expenditures Spending Potential Index

Primary Service Area	SPI	Average Spent
Fees for Participant Sports	97	\$ 126.93
Fees for Recreational Lessons	83	\$ 133.11
Social, Recreation, Club Membership	91	\$ 257.13
Exercise Equipment/Game Tables	86	\$ 54.23
Other Sports Equipment	96	\$ 7.74
Secondary Service Area		
Fees for Participant Sports	91	\$ 119.51
Fees for Recreational Lessons	83	\$ 132.02
Social, Recreation, Club Membership	88	\$ 248.21
Exercise Equipment/Game Tables	89	\$ 55.60
Other Sports Equipment	91	\$ 7.37
State of Florida		
Fees for Participant Sports	95	\$ 124.51
Fees for Recreational Lessons	84	\$ 134.73
Social, Recreation, Club Membership	90	\$ 253.91
Exercise Equipment/Game Tables	91	\$ 56.92
Other Sports Equipment	93	\$ 7.56

Source: Consumer Spending data are derived from the 2018 and 2019 Consumer Expenditure Surveys, Bureau of Labor Statistics.

Notes:

Average Amount Spent: The average amount spent for the service or item in a year.

SPI: Spending potential index as compared to the national number of 100

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Population Distribution by Age:

Utilizing census information for the Primary and Secondary Service Areas, the following comparisons are possible.

The demographic makeup of the Primary Service Area, when compared to the characteristics of the national population, indicates that there are some differences with a larger population in the 45-54, 55-64, 65-74 and 75+ age groups. A smaller population in the Under 5, 5-17, 18-24, and 25-44 age groups. The greatest positive variance is in the 65-74 age group with +5.5%, while the greatest negative variance is in the 25-44 age group with -5.9%.

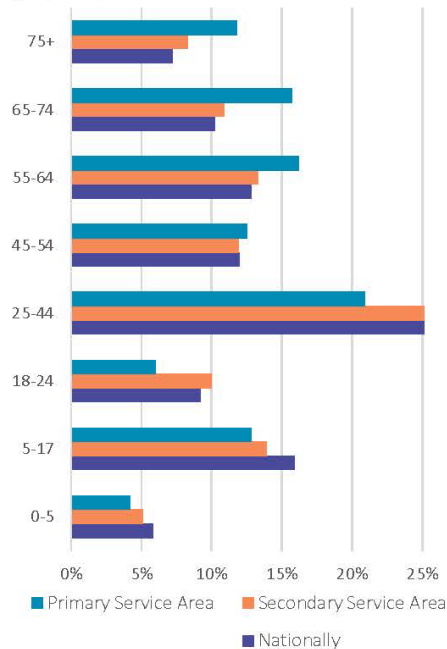
The demographic makeup of the Secondary Service Area, when compared to the characteristics of the national population, indicates that there are some differences with a larger population in the 18-24, 55-64, 65-74 and 75+ age groups. A smaller population in the Under 5, 5-17, 25-44 and 45-54 age groups. The greatest positive variance is in the 75+ age group with +1.1%, while the greatest negative variance is in the 5-17 age group with -2.0%.

Table 5: Service Areas Age Distribution (2022)

Primary Service Area				
Ages	Population	% of Total	National Population	Difference (1)
0-5	999	4.20%	5.80%	-1.60%
5-17	3,062	12.80%	15.90%	-3.10%
18-24	1,443	6.00%	9.20%	-3.20%
25-44	4,988	20.90%	26.80%	-5.90%
45-54	2,977	12.50%	12.00%	0.50%
55-64	3,874	16.20%	12.80%	3.40%
65-74	3,747	15.70%	10.20%	5.50%
75+	2,816	11.80%	7.20%	4.60%
Secondary Service Area				
Ages	Population	% of Total	National Population	Difference (2)
0-5	95,907	5.10%	5.80%	-0.70%
5-17	261,962	13.90%	15.90%	-2.00%
18-24	188,689	10.00%	9.20%	0.80%
25-44	502,396	26.70%	26.80%	-0.10%
45-54	223,421	11.90%	12.00%	-0.10%
55-64	250,712	13.30%	12.80%	0.50%
65-74	205,179	10.90%	10.20%	0.70%
75+	155,705	8.30%	7.20%	1.10%

Source: ESRI estimates

Chart 3: Service Areas Age Distribution Comparison to National Averages (2022)



Notes for Table 5:

Population: 2022 census estimates in the different age groups in the Secondary Service Area.

% of Total: Percentage of the Secondary Service Area population in the age group.

National Population: Percentage of the national population in the age group.

Difference: Percentage difference between the Secondary Service Area population and the national population.

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Population Distribution Comparison by Age:

Utilizing census information from the Primary and Secondary Service Area, the following comparisons are possible.

Table 6 illustrates the growth or decline in age group numbers for both Service Areas from the 2020 Census until the year 2027. It is projected that age categories 25-44, 55-64, 65-74 and 75+ will see an increase in population for both Service Areas, but to a higher level of growth for the Primary Service Area. The population of the United States as a whole is aging, and it is not unusual to find negative growth numbers in the younger age groups and significant net gains in the 45 plus age groupings in communities which are relatively stable in their population numbers. Also important to note is that the younger age groups of 0-5 and 5-17 are shown as either declining or stagnating over the next 5+ years within the Primary Service Area to a lesser degree than for the Secondary Service Area.

Table 6: Service Areas Population Distribution by Age (2020-2027)

Primary Service Area					
Ages	2020 Census	2022 Proj.	2027 Proj.	Percent Change	National Change
0-5	1,078	999	1,041	-3.40%	-8.30%
5-17	3,210	3,062	3,209	0.00%	-8.50%
18-24	1,413	1,443	1,398	-1.10%	-8.90%
25-44	4,771	4,988	5,269	10.40%	3.30%
45-54	3,569	2,977	3,020	-15.40%	-17.80%
55-64	3,415	3,874	3,748	9.80%	2.50%
65-74	2,622	3,747	4,204	60.30%	58.20%
75+	2,178	2,816	3,394	55.80%	46.30%

Secondary Service Area					
Ages	2020 Census	2022 Proj.	2027 Proj.	Percent Change	National Change
0-5	104,880	95,907	99,132	-5.50%	-8.30%
5-17	295,136	261,962	265,341	-10.10%	-8.50%
18-24	204,235	188,689	183,616	-10.10%	-8.90%
25-44	470,848	502,396	517,658	9.90%	3.30%
45-54	274,523	223,421	216,448	-21.20%	-17.80%
55-64	222,268	250,712	235,020	5.70%	2.50%
65-74	141,678	205,179	223,395	57.70%	58.20%
75+	126,037	155,705	185,013	46.80%	46.30%

Source: ESRI estimates; US Census Bureau

Primary Service Area Ethnic Population and Median Age :

Table 7 identifies distribution of the population by race and ethnicity for the Primary and Secondary Service Area for 2022 population projections.

Table 7: Service Areas Race and Ethnicity Populations (2022)

Primary Service Area								
Ethnicity	Hispanic	Race	White	Black	American Indian	Asian	Pacific Islander	Other
Population within Primary Service Area	3,893	Population within Primary Service Area	17,973	1,315	67	557	11	1,125
Median Age	35.3	Median Age	54.1	44.7	58.8	39.1	45.8	36.4
% of Primary Service Area	16.30%	% of Primary Service Area	75.20%	5.50%	0.30%	2.30%	0.10%	4.70%
% of FL Population	27.10%	% of FL Population	56.70%	14.90%	0.40%	3.00%	0.10%	7.50%

Secondary Service Area								
Ethnicity	Hispanic	Race	White	Black	American Indian	Asian	Pacific Islander	Other
Population within Primary Service Area	418,960	Population within Primary Service Area	1,094,746	306,489	7,705	72,680	1,295	140,543
Median Age	32.2	Median Age	47.9	33.5	41.8	37.6	40.0	31.4
% of Primary Service Area	22.20%	% of Primary Service Area	58.10%	16.30%	0.40%	3.90%	0.10%	7.50%
% of FL Population	27.10%	% of FL Population	56.70%	14.90%	0.40%	3.00%	0.10%	7.50%

Source: ESRI estimates; US Census Bureau

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Tapestry Segmentation:

Tapestry segmentation represents the 4th generation of market segmentation systems that began 30 years ago. The 65-segment Tapestry Segmentation system classifies U.S. neighborhoods based on their socioeconomic and demographic compositions. While the demographic landscape of the U.S. has changed significantly since the 2000 Census, the tapestry segmentation has remained stable as neighborhoods have evolved.

There is value including this information for DeBary. The data assists the organization in understanding the consumers/constituents in their service area and supply them with the right products and services.

The Tapestry segmentation system classifies U.S. neighborhoods into 65 unique market segments. Neighborhoods are sorted by more than 60 attributes including income, employment, home value, housing types, education, household composition, age and other key determinates of consumer behavior.

Table 8 outlines the top five tapestry segments in each of the service areas with brief descriptions following. This information combined with the key indicators and demographic analysis of each service area help further describe the markets that the Primary and Secondary Service Area looks to serve with programs, services, and special events.

For comparison purposes the following are the top ten Tapestry segments, along with percentage in the United States:

1. Green Acres (6A)	3.2%
2. Southern Satellites (10A)	3.1%
3. Savvy Suburbanites (1D)	3.0%
4. Soccer Moms (4A)	2.9%
5. Middleburg (4C)	2.9%
1-5 Total: 15.1%	
6. Salt of the Earth (6B)	2.9%
7. Up and Coming Families (7A)	2.5%

8. Midlife Constants (5E)	2.5%
9. Comfortable Empty Nesters (5A)	2.4%
10. Old and Newcomers (8F)	2.3%
6-10 Total: 12.6%	

Primary Service Area Tapestry Segment Descriptions:

Table 8: Tapestry Segmentation Top Five by Service Area

Primary Service Area				
	% of Pop. in Service Area	Median Age	Median HH Income	Spending % Compared to National Avg. (100%)
Rustbelt Traditions (5D)	27.30%	39	\$ 51,800	78%
Silver & Gold (9A)	22.70%	63	\$ 72,100	139%
The Great Outdoors (6C)	16.10%	47	\$ 56,400	99%
Comfortable Empty Nesters (5A)	14.50%	48	\$ 75,000	113%
Green Acres (6A)	9.30%	44	\$ 76,800	116%

Secondary Service Area				
	% of Pop. in Service Area	Median Age	Median HH Income	Spending % Compared to National Avg. (100%)
American Dreamers (7C)	6.60%	33	\$ 50,900	77%
Home Improvement (4B)	5.70%	38	\$ 72,100	104%
Metro Fusion (11C)	5.00%	29	\$ 35,700	57%
Midlife Constants (5E)	4.50%	47	\$ 53,200	87%
Senior Escapes (9D)	4.20%	55	\$ 38,700	70%

Source: ESRI

Rustbelt Traditions (5D) – A large, stable market that is family oriented and values spending time at home. Most have lived, worked and played in the same place for years. Residents like convenience.

Silver & Gold (9A) – The second oldest Tapestry segment although over half are still earning wages or salaries. Have free time and resources to pursue their interests though, which are home remodeling, participating in clubs and playing golf. They enjoy classical music performances and are avid readers.

The Great Outdoors (6C) – Living a modest lifestyle, these empty nesters are very do-it-yourself oriented and cost conscious. Most residents work but are nearing retirement. Enjoy outdoor activities such

as hiking and hunting. Many are members of AARP, veterans' clubs and/or support civic causes.

Comfortable Empty Nesters (5A) – Residents in this large, growing segment are older, with more than half of all households aged 55 or older; many still live in the suburbs where they grew up. Most are professionals working in government, health care, or manufacturing. Many are enjoying the transition from child rearing to retirement. Physically active, they play golf, ski, ride bicycles, and work out regularly.

Green Acres (6A) – Mainly married couples in neighborhoods. Educated, hard-working and blue-collar. Lifestyle that features self-reliance. Enjoy maintaining home/yard, being outside and playing sports. Most households no longer have children. Conservative and cautious. For exercise, they prefer the outdoors, biking, fishing, and hunting.

Secondary Service Area Tapestry Segment Descriptions:

American Dreamers (7C) – These younger married-couple families have children and grandparents in the home. Diversity is high. Spending is focused on family and outings together.

Home Improvement (4B) – Families that spend the majority of the time on the go. Live in owner occupied homes. Most are paying off student loans. Most households have 2+ workers. They eat out regularly and weekends consumed with remodeling projects and chasing children. Weekends are consumed with home improvement and remodeling as well as youth sports. Thrive convenience and ease.

Metro Fusion (11C) – Many residents do not speaking fluid English, have young children and are single parent families. Social status is important. Spends readily on what's hot.

Midlife Constants (5E) – These residents are seniors, at or approaching retirement, with below average

labor force participation and above average net worth. Their lifestyle is more country than urban. They are generous, but not spendthrifts. Leisure activities including scrapbooking, movies at home, reading, fishing and golf.

Senior Escapes (9D) – Highly seasonal, yet owner occupied. Mostly white and fairly conservative. Enjoy watching TV, playing Bingo, golfing, boating and fishing. They are very conscious of their health and buy specialty foods and dietary supplements. Spend majority of their time with their spouse or significant other. Spend within their means.

Market Potential Index for Adult Participation:

In addition to examining the participation numbers for various outdoor activities through the National Sporting Goods Association, the 2021 Survey and the Spending Potential Index for Entertainment & Recreation information about Sports & Leisure Market Potential can be identified. The following information illustrates participation rates for adults in outdoor activities.

Table 9 and Table 10 identify participation rates for outdoor recreation and passive outdoor recreation activities. Key findings include the overall propensity for adults to participate in activities is greater than the national number of 100. In many cases, when a participation number is lower than the National number, this is due to a lack of facilities or an inability to pay for services and programs.

Notes for Tables 9 and 10:

Expected # of Adults: Number of adults, 18 years of age and older, participating in the activity in the Service Area.

Percent of Population: Percent of the service area that participates in the activity.

MPI: Market potential index as compared to the national number of 100. Orange shading represents MPIs below the national level; Green shading represent MPIs above the national level.

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Table 9: Market Potential Index (MPI) for Participation in Outdoor Activities in Service Areas

Primary Service Area			
Outdoor Activities Adults participated in:	Expected Number of Adults	Percent of Pop.	MPI
Archery	557	2.80%	114
Backpacking	709	3.60%	99
Baseball	485	2.40%	83
Bicycling (Mountain)	666	3.40%	89
Bicycling (Road)	2,405	12.10%	107
Canoeing/Kayaking	1,701	8.60%	117
Exercise Walking	2,363	11.90%	94
Fishing (Fresh Water)	2,650	13.40%	125
Football	477	2.40%	78
Frisbee	728	3.70%	101
Golf	2,052	10.30%	131
Hiking	3,404	17.20%	107
Horseback Riding	362	1.80%	88
Running/Jogging	1,800	9.10%	81
Soccer	603	3.00%	78
Softball	280	1.40%	74
Swimming	3,154	15.90%	102
Tennis	712	3.60%	95

Secondary Service Area			
Outdoor Activities Adults participated in:	Expected Number of Adults	Percent of Pop.	MPI
Archery	37,533	2.50%	100
Backpacking	56,101	3.70%	101
Baseball	43,073	2.80%	96
Bicycling (Mountain)	55,318	3.60%	96
Bicycling (Road)	168,937	11.10%	98
Canoeing/Kayaking	109,639	7.20%	98
Exercise Walking	467,703	30.60%	98
Fishing (Fresh Water)	164,535	10.80%	101
Football	49,773	3.30%	105
Frisbee	56,546	3.70%	102
Golf	125,236	8.20%	104
Hiking	233,340	15.30%	95
Horseback Riding	29,963	2.00%	95
Running/Jogging	164,712	10.80%	97
Soccer	59,845	3.90%	100
Softball	29,036	1.90%	100
Swimming	237,440	15.60%	99
Tennis	55,735	3.70%	97

Source: National Sporting Goods Association, 2021 Survey

Table 10: Market Potential Index (MPI) for Participation in Passive Outdoor Activities in Service Areas

Primary Service Area			
Passive Outdoor Activities Adults participated in:	Expected Number of Adults	Percent of Pop.	MPI
Gardening or plant care	3,198	16.10%	121
Adult education course	1,797	9.10%	92
Visit an art gallery	1,327	6.70%	99
Went to beach	6,071	30.60%	103
Birdwatching	1,588	8.00%	137
Overnight camping trip	2,682	13.50%	104
Flew a drone	464	2.30%	87
Visit a museum	2,507	12.60%	100
Attend classical music/ opera performance	812	4.10%	123
Attended country music performance	1,109	5.60%	114
Attended rock music performance	1,540	7.80%	98
Photography	2,221	11.20%	107
Visit live theater	2,129	10.70%	107
Visit a zoo	2,220	11.20%	99

Secondary Service Area			
Passive Outdoor Activities Adults participated in:	Expected Number of Adults	Percent of Pop.	MPI
Gardening or plant care	202,857	13.30%	100
Adult education course	147,793	9.70%	98
Visit an art gallery	101,221	6.60%	98
Went to beach	433,552	28.40%	96
Birdwatching	90,614	5.90%	101
Overnight camping trip	196,575	12.90%	99
Flew a drone	39,729	2.60%	97
Visit a museum	183,723	12.00%	96
Attend classical music/ opera performance	52,283	3.40%	103
Attended country music performance	74,216	4.90%	99
Attended rock music performance	118,429	7.80%	98
Photography	157,844	10.30%	98
Visit live theater	147,102	9.60%	96
Visit a zoo	171,282	11.20%	99

Source: National Sporting Goods Association, 2021 Survey

Demographic Summary

The following summarizes the demographic characteristics of the service areas.

- The median age in the Primary Service Area is significantly higher than the Secondary Service Area, State, and National number. A lower median age points to young families with children, which are significant participants in recreation programs. Service areas with an older median age participate in programs and activities although the types and times are different.
- The Primary Service Area has a lower percentage of households with children (22.0%) than the State and National number. The Secondary Service Area has a greater percentage of households with children, although below the national number. As programs and services are considered, this needs to be considered.
- The Primary Service Area has a higher median household income than the state of Florida. Income level is important when it comes to price point for programs and services.
- The Household Budget Expenditures and the Recreation Spending Potential are less than the median household income for the Primary Service Area. Spending is 8-12% lower than the national average, while the median household income is the same as the national average. This lower figure is important for the financial performance of a park. The cost of living is less than the median household income indicating the ability to pay for services and programs within the park.
- The age distribution in DeBary is such that 21.7% of residents are under the age of 18 and 30.2% of residents are over the age of 55. These are two age groups that will be significant

users of programs and services. Additionally, it is projected that the 65+ age categories are projected to increase significantly through 2027.

- The Tapestries in the Primary Service Area has some diversity between families, empty nesters and older age groups. All groups tend to be active and enjoy participating in outdoor activities.
- The Market Potential Index in the Primary Service Area is higher than the national number of most of the passive interests. The active pursuits, bicycling, canoeing, and hiking, are ones typically associated with parks, trails and open spaces.

Participation

In addition to analyzing the demographic realities of the service areas, it is possible to project possible participation in recreation and sport activities.

Participation Numbers: On an annual basis, the National Sporting Goods Association (NSGA) conducts an in-depth study and survey of how Americans spend their leisure time. The data is collected in one year and the report is issued in June of the following year. This information provides the data necessary to overlay rate of participation onto the Primary and Secondary Area to determine market potential.

The information contained in this section of the report, utilizes the NSGA's 2019 & 2021 data. The COVID-19 Pandemic had a significant impact on participation of sports and activities. Many indoor facilities were closed for a substantial part of the year. Team sports and leagues did not operate, and individuals sought different ways to fill their time. As a result, participation from 2020 to 2021 varied widely in nearly all activities tracked. Many of the activities bounced back from the 2020 participation, however not all have.

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Some of this may be a trend, while some of it is still a reflection on reduced offerings by departments.

For outdoor recreation, COVID-19 had a tremendous impact on participation with 53% of Americans participating at least once in 2020. This is the highest participation rate ever recorded. Despite these gains, many individuals have returned to pre-pandemic habits with ¼ of the new participants not continuing with their outdoor activities.

Industry standard is to combine the national average with participation percentages of the Primary and Secondary Service Area based upon age distribution, median income, region and National number. Those four percentages are then averaged together to create a unique participation percentage for the service area. This participation percentage, when applied to the population of the Primary and Secondary Service Area, then provides an idea of the market potential for outdoor recreation.

Notes for Table 11:

Age: Participation based on individuals ages 7 & Up of the Primary Service Area.

Income: Participation based on the 2022 estimated median household income in the Primary Service Area.

Region: Participation based on regional statistics (South Atlantic).

National: Participation based on national statistics.

Average: Average of the four columns.

Table 11: Participation Rates for Outdoor Recreation by Service Area

Primary Service Area					
Outdoor Activities	Age	Income	Region	Nation	Average
Archery	1.60%	1.90%	1.50%	1.80%	1.70%
Backpack/Wilderness	3.50%	4.60%	3.10%	4.10%	3.80%
Baseball	3.00%	5.00%	4.10%	3.70%	3.90%
Bicycle Riding (Road)	13.80%	14.50%	13.30%	14.20%	13.90%
Bicycle Riding (Mountain)	1.80%	2.10%	1.50%	2.00%	1.80%
Boating (motor/power)	4.60%	4.40%	5.80%	4.80%	4.90%
Camping	12.50%	16.50%	10.20%	13.60%	13.20%
Canoeing	2.30%	2.80%	2.30%	2.60%	2.50%
Exercise Walking	44.90%	44.10%	40.60%	41.40%	42.70%
Fishing (fresh)	9.50%	11.80%	8.20%	9.80%	9.80%
Football (flag)	1.40%	1.20%	1.60%	1.80%	1.50%
Football (tackle)	1.70%	2.30%	2.80%	2.20%	2.20%
Football (touch)	2.10%	3.30%	2.70%	2.70%	2.70%
Golf	6.40%	5.80%	6.10%	6.30%	6.20%
Hiking	15.30%	17.40%	14.00%	16.20%	15.70%
Kayaking	3.50%	4.20%	3.70%	3.80%	3.80%
Lacrosse	0.70%	0.90%	1.30%	0.90%	0.90%
Pickleball	1.10%	0.80%	1.20%	1.20%	1.10%
Running/Jogging	13.00%	16.80%	15.30%	14.90%	15.00%
Skateboarding	1.70%	2.20%	1.70%	2.20%	1.90%
Soccer	3.70%	4.60%	5.10%	4.70%	4.50%
Softball	2.60%	3.70%	2.50%	3.10%	3.00%
Swimming	15.10%	15.50%	16.10%	15.60%	15.60%
Tennis	4.20%	4.20%	5.10%	4.60%	4.50%
Yoga	9.30%	10.20%	11.10%	10.20%	10.20%

Secondary Service Area					
Outdoor Activities	Age	Income	Region	Nation	Average
Archery	1.80%	1.90%	1.50%	1.80%	1.70%
Backpack/Wilderness	4.00%	4.60%	3.10%	4.10%	4.00%
Baseball	3.50%	5.00%	4.10%	3.70%	4.10%
Bicycle Riding (Road)	13.70%	14.50%	13.30%	14.20%	13.90%
Bicycle Riding (Mountain)	2.00%	2.10%	1.50%	2.00%	1.90%
Boating (motor/power)	4.70%	4.40%	5.80%	4.80%	4.90%
Camping	13.20%	16.50%	10.20%	13.60%	13.40%
Canoeing	2.50%	2.80%	2.30%	2.60%	2.50%
Exercise Walking	41.70%	44.10%	40.60%	41.40%	42.00%
Fishing (fresh)	9.60%	11.80%	8.20%	9.80%	9.80%
Football (flag)	1.70%	1.20%	1.60%	1.80%	1.60%
Football (tackle)	2.10%	2.30%	2.80%	2.20%	2.40%
Football (touch)	2.60%	3.30%	2.70%	2.70%	2.80%
Golf	6.30%	5.80%	6.10%	6.30%	6.10%
Hiking	15.90%	17.40%	14.00%	16.20%	15.90%
Kayaking	3.80%	4.20%	3.70%	3.80%	3.90%
Lacrosse	0.80%	0.90%	1.30%	0.90%	1.00%
Pickleball	1.20%	0.80%	1.20%	1.20%	1.10%
Running/Jogging	14.60%	16.80%	15.30%	14.90%	15.40%
Skateboarding	2.10%	2.20%	1.70%	2.20%	2.10%
Soccer	4.50%	4.60%	5.10%	4.70%	4.70%
Softball	2.90%	3.70%	2.50%	3.10%	3.10%
Swimming	15.10%	15.50%	16.10%	15.60%	15.60%
Tennis	4.50%	4.20%	5.10%	4.60%	4.60%
Yoga	10.10%	10.20%	11.10%	10.20%	10.40%

Source: National Sporting Goods Association, 2021 Survey

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Table 12: Anticipated Participation Figures for Outdoor Recreation by Service Area

Primary Service Area					
Outdoor Activities	Average Rate	2020 Pop.	2022 Pop.	2027 Pop.	Growth (Decrease)
Archery	1.70%	351	380	403	52
Backpack/Wilderness	3.80%	796	862	913	117
Baseball	3.90%	817	886	938	120
Bicycle Riding (Road)	13.90%	2,892	3,135	3,318	426
Bicycle Riding (Mountain)	1.80%	384	416	440	57
Boating (motor/power)	4.90%	1,018	1,104	1,168	150
Camping	13.20%	2,736	2,966	3,139	403
Canoeing	2.50%	517	560	593	76
Exercise Walking	42.70%	8,869	9,613	10,176	1,307
Fishing (fresh)	9.80%	2,036	2,207	2,336	300
Football (flag)	1.50%	310	336	356	46
Football (tackle)	2.20%	466	505	535	69
Football (touch)	2.70%	560	607	643	83
Golf	6.20%	1,278	1,385	1,466	188
Hiking	15.70%	3,265	3,539	3,746	481
Kayaking	3.80%	788	854	904	116
Lacrosse	0.90%	195	211	223	29
Pickleball	1.10%	224	243	257	33
Running/jogging	15.00%	3,109	3,370	3,567	458
Skateboarding	1.90%	404	437	463	59
Soccer	4.50%	940	1,019	1,079	139
Softball	3.00%	618	670	709	91
Swimming	15.60%	3,231	3,502	3,708	476
Tennis	4.50%	937	1,016	1,076	138
Yoga	10.20%	2,117	2,295	2,429	312

Secondary Service Area					
Outdoor Activities	Average Rate	2020 Pop.	2022 Pop.	2027 Pop.	Growth (Decrease)
Archery	1.70%	29,535	30,517	31,182	1,647
Backpack/Wilderness	4.00%	66,898	69,124	70,630	3,732
Baseball	4.10%	69,015	71,311	72,865	3,850
Bicycle Riding (Road)	13.90%	235,866	243,712	249,022	13,156
Bicycle Riding (Mountain)	1.90%	32,278	33,352	34,079	1,800
Boating (motor/power)	4.90%	83,468	86,245	88,124	4,656
Camping	13.40%	226,437	233,970	239,068	12,630
Canoeing	2.50%	43,127	44,561	45,532	2,406
Exercise Walking	42.00%	710,151	733,775	749,763	39,612
Fishing (fresh)	9.80%	166,547	172,087	175,837	9,290
Football (flag)	1.60%	26,734	27,624	28,225	1,491
Football (tackle)	2.40%	39,779	41,102	41,998	2,219
Football (touch)	2.80%	47,772	49,361	50,436	2,665
Golf	6.10%	103,738	107,189	109,525	5,786
Hiking	15.90%	268,474	277,405	283,450	14,975
Kayaking	3.90%	65,379	67,554	69,026	3,647
Lacrosse	1.00%	16,564	17,115	17,488	924
Pickleball	1.10%	18,417	19,029	19,444	1,027
Running/jogging	15.40%	260,522	269,188	275,054	14,532
Skateboarding	2.10%	34,718	35,873	36,654	1,937
Soccer	4.70%	79,915	82,574	84,373	4,458
Softball	3.10%	51,678	53,397	54,560	2,883
Swimming	15.60%	263,756	272,530	278,468	14,712
Tennis	4.60%	77,814	80,403	82,155	4,340
Yoga	10.40%	175,838	181,687	185,646	9,808

Source: National Sporting Goods Association, 2021 Survey

Anticipated Participation Number:

Utilizing the average percentage from Table 12, plus the 2020 census information and census estimates for 2022 and 2027 (over age 7) comparisons of anticipated participation figures can be made for 2022 and 2027. For the Primary Service Area, exercise walking, hiking, running/jogging, yoga, and fishing are all passive outdoor recreation activities that could be provided at Alexander Island Park, while other activities projected to see increases in the Primary Service Area such as road bicycle riding, swimming, and golf would not be expected.

For the Secondary Service Area, the same five activities noted for the Primary Service Area as anticipated to experience the most growth, could see an increase of over 88,000 participants in the next five years.

Note: These figures do not necessarily translate into attendance figures for various activities or programs.

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Participation by Ethnicity and Race:

Table 13 compares the overall rate of participation nationally with the rate for Hispanics and African Americans. Utilizing information provided by the National Sporting Goods Association's 2021 survey, the following comparisons are possible.

There is a not a significant Black (5.5%) population in the Primary Service Area. As such, these numbers may not play a factor with regards to overall participation. However, the Hispanic (16.3%) population may need to be considered as the program is developed.

There is a significant Black (16.3%) or Hispanic (22.2%) population in the Secondary Service Area. As such, these numbers may play a factor with regards to overall participation.

Notes for Table 13:

Orange shading represents participation rates below the national level; Green shading represent participation rates above the national level.

Table 13: Comparison of National, African American, and Hispanic Participation Rates by Service Area

Outdoor Activities	Primary Service Area	National	African American	Hispanic
Archery	1.70%	1.80%	0.60%	1.80%
Backpack/Wilderness	3.80%	4.10%	1.70%	4.00%
Baseball	3.90%	3.70%	3.80%	4.20%
Bicycle Riding (Road)	13.90%	14.20%	9.80%	10.70%
Bicycle Riding (Mountain)	1.80%	2.00%	0.90%	1.70%
Boating (motor/power)	4.90%	4.80%	1.70%	2.60%
Camping	13.20%	13.60%	7.20%	12.00%
Canoeing	2.50%	2.60%	1.00%	2.70%
Exercise Walking	42.70%	41.40%	24.10%	30.50%
Fishing (fresh)	9.80%	9.80%	6.30%	13.50%
Football (flag)	1.50%	1.80%	3.90%	1.90%
Football (tackle)	2.20%	2.20%	4.80%	2.40%
Football (touch)	2.70%	2.70%	5.60%	2.50%
Golf	6.20%	6.30%	2.30%	3.50%
Hiking	15.70%	16.20%	6.50%	13.40%
Kayaking	3.80%	3.80%	0.60%	2.40%
Lacrosse	0.90%	0.90%	0.90%	1.10%
Pickleball	1.10%	1.20%	0.70%	1.00%
Running/Jogging	15.00%	14.90%	10.80%	15.60%
Skateboarding	1.90%	2.20%	1.80%	3.20%
Soccer	4.50%	4.70%	3.80%	7.50%
Softball	3.00%	3.10%	2.70%	3.50%
Swimming	15.60%	15.60%	6.80%	13.30%
Tennis	4.50%	4.60%	2.90%	4.00%
Yoga	10.20%	10.20%	8.20%	10.40%

Secondary Service Area				
Outdoor Activities	Secondary Service Area	National	African American	Hispanic
Archery	1.70%	1.80%	0.60%	1.80%
Backpack/Wilderness	4.00%	4.10%	1.70%	4.00%
Baseball	4.10%	3.70%	3.80%	4.20%
Bicycle Riding (Road)	13.90%	14.20%	9.80%	10.70%
Bicycle Riding (Mountain)	1.90%	2.00%	0.90%	1.70%
Boating (motor/power)	4.90%	4.80%	1.70%	2.60%
Camping	13.40%	13.60%	7.20%	12.00%
Canoeing	2.50%	2.60%	1.00%	2.70%
Exercise Walking	42.00%	41.40%	24.10%	30.50%
Fishing (fresh)	9.80%	9.80%	6.30%	13.50%
Football (flag)	1.60%	1.80%	3.90%	1.90%
Football (tackle)	2.40%	2.20%	4.80%	2.40%
Football (touch)	2.80%	2.70%	5.60%	2.50%
Golf	6.10%	6.30%	2.30%	3.50%
Hiking	15.90%	16.20%	6.50%	13.40%
Kayaking	3.90%	3.80%	0.60%	2.40%
Lacrosse	1.00%	0.90%	0.90%	1.10%
Pickleball	1.10%	1.20%	0.70%	1.00%
Running/Jogging	15.40%	14.90%	10.80%	15.60%
Skateboarding	2.10%	2.20%	1.80%	3.20%
Soccer	4.70%	4.70%	3.80%	7.50%
Softball	3.10%	3.10%	2.70%	3.50%
Swimming	15.60%	15.60%	6.80%	13.30%
Tennis	4.60%	4.60%	2.90%	4.00%
Yoga	10.40%	10.20%	8.20%	10.40%

Source: National Sporting Goods Association, 2021 Survey

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National Summary of Sports Participation:

Table 14 identifies participation rankings and estimated number of total participants for outdoor activities/sports utilizing information from the 2021 National Sporting Goods Association survey.

Notes for Table 14:

National Rank: Popularity of sport based on national survey.

National Participation: Population that participate in this sport on national survey.

Table 14: Activity/Sports Participation Rankings and Estimates

Activity/Sport	National Rank	National Participation (in millions)
Exercise Walking	1	125.0
Cardio Fitness	2	86.1
Strength Training	3	68.9
Exercising w/ Equipment	4	57.2
Hiking	5	48.8
Swimming	6	47.2
Running/Jogging	7	45.0
Bicycle Riding	8	42.8
Weight Lifting	9	37.5
Yoga	10	30.7
Fishing (fresh water)	11	29.5
Workout @ Club	13	24.6
Basketball	14	22.5
Golf	16	19.0
Target Shooting (live ammunition)	17	18.8
Hunting w/ Firearms	18	16.4
Boating (motor/power)	19	14.6
Soccer	20	14.5
Tennis	22	13.8
Kayaking	24	11.5
Baseball	26	11.3
Volleyball	27	10.8
Fishing (salt water)	29	9.6
Softball	30	9.3
Football (touch)	32	8.2
Canoeing	33	7.8
Hunting w/ Bow & Arrow	34	6.9
Football (tackle)	35	6.7
Mountain Biking (off road)	38	6.0
Football (flag)	41	5.4
Water Skiing	49	3.8
Pickleball	50	3.6

Source: National Sporting Goods Association, 2021 Survey

National Participation by Age Group:

Within the NSGA survey, participation is broken down by age groups. This information allows for the identification of the top three (3) age groups participating in the activities reflected in this report.

Notes for Table 15:

Largest: Age group with the highest rate of participation.

Second Largest: Age group with the second highest rate of participation.

Third Largest: Age group with the third highest rate of participation.

Table 15: Activity/Sports Participation by Top Three Age Groups

Activity/Sport	Age Groups		
	Largest	Second Largest	Third Largest
Aerobics	35-44	25-34	45-54
Baseball	7-11	12-17	25-34
Basketball	12-17	25-34	18-24
Bicycle Riding	55-64	45-54	12-17
Billiards/Pool	25-34	34-44	45-54
Bowling	25-34	35-44	18-24
Cheerleading	12-17	7-11	18-24
Exercise Walking	55-64	65-74	45-54
Exercise w/ Equipment	25-34	45-54	55-64
Football (flag)	45,118	12-17	25-34
Football (tackle)	12-17	18-24	7-11
Football (touch)	12-17	25-34	7-11
Gymnastics	7-11	12-17	25-34
Lacrosse	12-17	7-11	18-24
Martial Arts MMA	7-11	25-34	12-17
Pickleball	12-17	65-74	18-24
Pilates	25-34	35-44	45-54
Running/Jogging	25-34	35-44	45-54
Skateboarding	12-17	18-24	45,118
Soccer	7-11	12-17	25-34
Softball	12-17	7-11	25-34
Swimming	55-64	12-17	7-11
Tables Tennis	25-34	18-24	12-17
Tennis	25-34	35-44	12-17
Volleyball	12-17	25-34	18-24
Weight Lifting	25-34	45-54	35-44
Workout at Clubs	25-34	35-44	45-54
Wrestling	12-17	25-34	7-11
Yoga	25-34	35-44	45-54
Did Not Participate	45-54	55-64	65-74

Source: National Sporting Goods Association, 2021 Survey

ALEXANDER ISLAND PARK - MANAGEMENT PLAN

National Sports Participation Trends:

Table 16 identifies several sports activities and the percentage of growth or decline that each has experienced nationally over the last ten years (2012-2021).

Notes for Table 16:

2012 Participation: The number of participants per year in the activity (in millions) in the United States.

2021 Participation: The number of participants per year in the activity (in millions) in the United States.

Percent Change: The percent change in the level of participation from 2012 to 2021.

Table 16: National Activity Trend (in millions)

Activity/Sport	2012 Part.	2021 Part.	Percent Change
Kayaking	7.2	11.5	59.70%
Hunting w/ Bow & Arrow	5.1	6.9	35.30%
Yoga	22.9	30.7	34.10%
Exercise Walking	102.1	125.0	22.40%
Weight Lifting	31.1	37.5	20.60%
Hiking	42.2	48.8	15.60%
Running/Jogging	40.0	45.0	12.50%
Wrestling	2.8	3.1	10.70%
Mountain Biking (off road)	5.5	6.0	9.10%
Bicycle Riding	39.3	42.8	8.90%
Backpack/Wilderness	11.7	12.4	6.00%
Camping	13.7	14.5	5.80%
Soccer	3.6	3.8	5.60%
Volleyball	10.3	10.8	4.90%
Target Shooting (airgun)	4.9	5.1	4.10%
Tennis	13.6	13.8	1.50%
Exercising w/ Equipment	57.7	57.2	-0.90%
Swimming	48.6	47.1	-3.10%
Fishing (fresh water)	30.8	29.5	-4.20%
Baseball	12.1	11.3	-6.60%
Golf	21.1	19.0	-10.00%
Fishing (salt water)	10.7	9.6	-10.30%
Softball	10.5	9.3	-11.40%
Football (touch)	9.3	8.2	-11.80%
Basketball	25.6	22.5	-12.10%
Target Shooting (live ammunition)	21.7	18.8	-13.40%
Boating (motor/power)	17.0	14.6	-14.10%
Football (tackle)	7.9	6.7	-15.20%
Hunting w/ Firearms	19.4	16.4	-15.50%
Football (flag)	6.7	5.4	-19.40%
Workout @ Club	35.2	24.6	-30.10%

Source: National Sporting Goods Association, 2021 Survey

MARKETING PLAN

ALEXANDER ISLAND PARK - MANAGEMENT PLAN



Developing marketing plans for public parks is crucial to effectively promote and showcase unique offerings and attract a diverse range of visitors. A well-crafted marketing plan allows to identify target audiences and tailoring messaging and promotional activities accordingly. By understanding the needs and interests of potential visitors, park managers can highlight the park's key attractions, amenities, and events that appeal to target demographic. This targeted approach not only increases the likelihood of attracting visitors but also helps in building a loyal and engaged park community, fostering repeat visits and positive word-of-mouth recommendations.

In today's digital age, effective marketing strategies, including social media campaigns, online advertising, and content marketing, are essential to stay relevant and visible to potential visitors. By leveraging various marketing channels, parks can reach a broader audience beyond their local community, drawing in tourists and travelers, and contributing to the economic growth of the surrounding area. Additionally, marketing plans provide a means to assess the success of promotional efforts, enabling measurement of return on investment and make data-driven adjustments to continuously improve marketing strategies, ensuring long-term sustainability and success of Alexander Island Park.

KEY TAKEAWAYS:

- Marketing efforts need to include strategies for both the Primary Services Area (City of DeBary) and the Secondary Service Area. (Volusia County) Techniques will vary for each.
- Marketing plan should be revisited annually to analyze which techniques are effective and which need to be modified.
- Utilize website analytics to better understand usage and popularity.
- Coordinate between Parks and Recreation Department and Communications and Government Affairs Department for the City of DeBary and Volusia County for marketing strategies, development of materials, and messaging.
- Add trail routes to popular apps such as AllTrails and Strava to increase knowledge of trails and control access to limit creation of informal trails. Review trail usage data annually.

Goals and Objectives

Goal:

The overarching goal of the Alexander Island Park Marketing Plan is to increase community and county awareness and engagement by utilizing environmentally responsible stewardship and developing a positive brand for the Alexander Island Park for residents, community leaders, community organizations and businesses located in the City of DeBary, Florida.

Objectives:

- Increase awareness of Alexander Island Park amenities and opportunities to enrich the quality of life for City of DeBary residents, organizations, and businesses, as well as Volusia County.
- Provide residents and users with easy access to a obtain information on Alexander Island Park via a variety of information options.
- Develop a strong connection between residents and Alexander Island Park by encouraging visitation to the park and increased knowledge of environmental stewardship actions within the park.
- Ensure planned and future programs meet the needs of the residents of the City of DeBary. Develop tactics to solicit measurable and meaningful feedback from residents of the City of DeBary.
- Ensure communications and messaging is consistent with the City of DeBary's Communication and Government Affairs marketing standards, guidelines, and strategies.

Marketing Overview

City Brand and Identity

The City of DeBary has a well-established brand and identity. The City of DeBary's Communications and Government Affairs Department oversees and promotes a quality-of-life identity for the City of DeBary.

Alexander Island Park will be a new amenity for the City of DeBary. It will be important to conform to the City's existing market position and integrate Alexander Island Park within that identity, brand, and strategies.

The plan below outlines considerations and recommendations for the City of DeBary as they work to integrate this new important community amenity into their existing communications and marketing infrastructure.

Target Markets

Concise target markets for the Alexander Island Park encompass the following:

- City of DeBary residents, businesses, and organizations, as well as Volusia County.
- Regional visitors from surrounding communities seeking a nature preserve or an environmental stewardship park option that their own community may not offer.
- Potential partners or sponsors for park amenities or programming.

ALEXANDER ISLAND PARK - MANAGEMENT PLAN

Marketing Plan

The City of DeBary should develop a written marketing plan for Alexander Island Park or amend the City's existing written marketing plan to include the new amenity. Most important to this plan would be the inclusion of planned goals and desired strategies. The marketing plan should be revisited annually as City goals and objectives change or are updated. An annual marketing report, that provides data relating back to the marketing plan and included goals, should be considered.

The City of DeBary currently utilizes a variety of marketing and communication tactics. As new tactics are developed to promote Alexander Island Park, they should blend seamlessly and integrate into the overall City's brand and strategies. Taking advantage of well-developed and comprehensive tools within the City's Communications and Government Affairs department will provide an increased reach versus starting anew. The City's developed relationships with target markets will help in promoting and cross promoting Alexander Island Park throughout the community. A variety of tactics for consideration are included later in this plan.

Another component of the written marketing plan should include analyzing engagement, community feedback and satisfaction, measured against the City's goals. Potential tactics for this are also included below.

Marketing Channels, Tactics and Recommendations:

Website: The City of DeBary's primary marketing tactic for Alexander Island Park may very well be the City's website. Residents and visitors routinely obtain information from websites. As such, updating and providing content and information on Alexander Island Park will be critical, as well as removing out of date information.

- The City of DeBary currently lists all City parks on a map, with a link to a page with more information for each park.

- Information on park amenities, hours, environmental programs, trail access, policies/ rules, and any programming offered within the park should be easy to find and understand.
- As a natural resource, the inclusion of photographs and other visual content will aid in community engagement.
- Providing options to sign up for e-mail blasts, newsletters or other information should be available.
- Reviewing website visits, demographics of visitors and other information will be important in shaping future vision and updates to the park.
- Action Items:
 - Add Alexander Island to the website along with information above.
 - Install website analytics.
 - Add trail routes to popular apps such as AllTrails and Strava. Lock or limit the park area on these apps to control development of informal trail routes. Review trail usage data annually.

Social Media & Online Advertising: The City of DeBary currently utilizes a variety of social media channels, including Next Door, Facebook, Twitter, Instagram and LinkedIn. Of these channels Facebook, Instagram and potentially Next Door would be the most appropriate and effective.

- Strategically social media should be used to guide visitors to the City's website, where more comprehensive information is available.
- Online ads can be placed for social media or google with budget friendly and lower cost options than traditional advertising.
- Analytics should again be utilized to gauge efficacy of social media posts, ads, or online ads.

- Action Items:
 - Develop a social media calendar.
 - Purchase ads and/or boost posts.
 - Monitor social media analytics.

Events: To promote visitation, learning and community awareness/engagement, the City should consider hosting events at the new park. Programs for all ages and geared towards learning about flora and fauna, natural resource preservation, culture, city history or walking/low impact fitness may be ideal to be held in the park. Based upon interest, programming could potentially be expanded in the future.

- Action Items:
 - Plan a grand opening celebration. Dedicate resources, both budgetary and staff related, towards the celebration.
 - Host at least one annual event or festival at the site that will interest many within the community to attend. Celebration of the parks opening annually, or a night-time star glazing event would be popular.

Print Collateral: Depending upon target markets and desired reach, print collateral can be developed and distributed in varying ways. Tri-fold brochures, flyers, inclusion in recreation guides, etc., can all expand reach.

- Park Map: this new park will need a site map created and distributed. The map (and park) should have trail distance markers along with policies for usage, such as trail etiquette, not for motorized vehicles, dog rules (if allowed, leash laws, etc.) and other important information to make it easy for first time users to both be knowledgeable and follow. (Note: this same map should be an easy to find download on the City's website.)
- Consideration should be given to the target market for how they may want or typically

access information. For instance, millennials may prefer mobile friendly or social media information while seniors may prefer print flyers or brochures. Differentiation of communication streams will help ensure a more comprehensive and inclusive reach.

- If the City does mailers of any sort (newsletter, etc.) including information and/or updates on AIP should be a standard practice.
- Action Items:
 - Develop and print a park map for distribution at Alexander Island, City Hall, Chamber of Commerce, Hotels and other outlets.
 - Include information about Alexander island in the City's quarterly newsletter.

Traditional Advertising: If the City feels it desirable to reach goals, traditional advertising avenues can be utilized. These include radio, newspaper, television, etc. These all have higher hard costs than online advertising.

Staff: The City of DeBary's Communications and Government Affairs Department can handle the marketing, promotion, and advertising for Alexander Island. These efforts should be coordinated with the Parks and Recreation Director along with the Recreation Supervisor.

Budget: The City of DeBary has a number of resources committed to printing and promotional activities. In addition the Operation Plan identified \$1,000 in advertising and \$75 in postage that can be utilized to enhance the current commitments.

- Google Analytics – free to install
- Social Media – \$200-\$250+ to boost posts
- Events – \$200 each for materials and food
- Brochure- \$600 to print trifold brochure

ALEXANDER ISLAND PARK - MANAGEMENT PLAN

Strategic Partnerships

Non-Profits/CSOs

The Aquatic Preserve Alliance of Central Florida, Inc.

The City has identified this organization as a potential partner for the project:

- From the Florida Department of Environmental Protection CITIZEN SUPPORT ORGANIZATION 2022 LEGISLATIVE REPORT (pursuant to Section 20.058 Florida Statutes), the Aquatic Preserve Alliance of Central Florida, Inc. (Alliance) mission is to promote and support charitable, educational, and scientific activities that directly and indirectly benefit the Aquatic Preserves of Central Florida. The organization is dedicated to raising awareness and educating the public about the Aquatic Preserves' ecosystems.
- This organization has relationships with other water related and nature preservation organizations within Florida, including Friends of the Wekiva River, Inc. They have previously reported having two Alliance Board members that serve on the Board of the Aquatic Preserve Society (APS)
- The organization reported the following accomplishment in 2022: "Research and Education Center- A 170-acre parcel, submitted to the Florida Forever program by the Alliance in partnership with the City of DeBary, was included in the Wekiva-Ocala Greenway boundary as of May 4, 2021. The Alliance Board assisted the City of DeBary with their Volusia Forever application submittal requesting funding assistance for the parcel. The Board also assisted with written responses to Volusia County staff comments on the original application. The Board also participated in several site visits, including one with U.S. Representative Michael Waltz." Other accomplishments include:

- Living Waters and the Florida Landscape Exhibit - Alliance members coordinated, promoted, and staged a joint exhibit with Clyde Butcher's photographic images and paintings created by members of the Pastel Society of Central Florida.
- Education Programs- Presented education programs to Ocklawaha Valley Audubon, Oakwood Nature Club, and the Lake County Conservation Council on the History of the Wekiva River and How Land Acquisition and Conservation Can Help Protect Water Quality.

Friends of the Wekiva River, Inc. (FOWR)- continued coordination along the Little Wekiva River regarding the sand deposition that has filled in parts of the river. Board members reviewed restoration renderings, draft legislation, and participated in several related stakeholder meetings. The Board assisted FOWR with comments to the Lake County Commission on a project that would have impacted wetlands along Shell Creek, a tributary of the St. Johns River reach of the Aquatic Preserve.

Audubon Annual Christmas Bird Count – utilized a boat to assist Audubon birders to survey of a section of the St. Johns River.

River Reconnaissance – Paddled the Black Water Creek in the spring/fall and the Wekiva River during the summer to assess the status of snags and exotic vegetation and report to the Aquatic Preserve Manager and FWC Invasive Plant Management Section.

Volusia County, Florida

Outreach to the County of Volusia should be considered. The County has a robust array of parks.

There are a variety of Advisory Boards for Volusia County, such as the Tourist Development Council, Environmental and Natural Resources Advisory Committee, the Volusia ECHO Advisory Committee, etc. Education and outreach to these committees should be conducted.

Partnership or sponsorship could range from minimal to substantial, depending upon the desires of both entities. Even minimal marketing and informational inclusion would be beneficial, such as:

- The inclusion of Alexander Park within the County's website and park informational channels would help with exposure and reach to additional visitors.
- Volusia County also has a trails app for mobile users. Again, inclusion could facilitate increased reach and exposure.

The Florida Tourism Industry Marketing Corporation, which operates under the name VISIT FLORIDA, carries out tourism promotions, programs, and activities. The organization serves as the state's official tourism marketing corporation and official source for travel planning to visitors across the globe. VISIT FLORIDA is not a government agency, but rather a not-for-profit corporation created as a public/private partnership by the Legislature in 1996.

VISIT FLORIDA obtains public funding with private sector contributions. Florida law requires legislative appropriations to be matched dollar-to-dollar with private sector support.

State of Florida

There may be grant opportunities to assist with acquisition, development, infrastructure or programming of Alexander Island from the State of Florida. Those grants include items such as development of recreational opportunities, land acquisition, recreational trails, paddlesports opportunities, etc. and information can be found here: <https://floridadep.gov/parks/ogt/content/grants#:~:text=Florida%20Recreation%20Development%20Assistance%20Program,maximum%20grant%20request%20is%20%24200%2C000>

Other partners or sponsors could be evaluated to

support events. Organizations focused on health, natural resources, seniors, and early childhood education may see the AIP as an opportunity for their members, while also expanding visitation and usage of the park.

Resources

- Consideration and analysis should be conducted regarding communication resources. Whether social media, newspaper ads, or an e-blast, identifying the target market that is desired to reach and the tactics best suited to that market segment is important.
- Marketing for the new park will require resources, both monetary and encompassing human capital. The city should develop a budget for marketing expenses to include the items referenced throughout this plan. Budgeting for software costs for website, online ads, social media needs, printing, graphic design, events, emerging projects, etc. It is assumed that the City's Communications and Government Affairs Department will market the new park, in collaboration with the Parks & Recreation department. Staffing will be needed to host events or recreation activities within the park.
- The City of DeBary should consider conducting a survey with existing residents and customers to determine information gathering preferences.



ECHO GRANTS-IN-AID STANDARD & EXCEPTIONAL GRANT APPLICATION

FISCAL STABILITY

1. BUSINESS INFORMATION (not all line items will apply to all applicants)

<u>Operational funding for this organization</u>	<u>Prior Completed Year</u>	<u>Current Year</u>	<u>Projected Year</u>	<u>Next Projected Year</u>
<u>Fundraising, Memberships, Donations, etc.</u>	\$0	\$0	\$0	\$0
<u>County Grants (other than ECHO)</u>	<u>\$62,225</u> <u>(CDBG)</u>	<u>\$62,225</u> <u>(CDBG)</u>	<u>\$62,225</u> <u>(CDBG)</u>	<u>\$62,225</u> <u>(CDBG)</u>
<u>Grants (Non-County)</u>	\$0	\$0	\$0	\$0
<u>Cash Donations</u>	\$0	\$0	\$0	\$0
<u>TOTALS</u>	<u>\$62,225</u>	<u>\$62,225</u>	<u>\$62,225</u>	<u>\$62,225</u>
<u>Administrative Costs</u>	<u>\$80,000</u>	<u>\$80,000</u>	<u>\$80,000</u>	<u>\$80,000</u>
<u>Program Costs</u>	<u>\$75,000</u>	<u>\$75,000</u>	<u>\$75,000</u>	<u>\$75,000</u>
<u>Educational Outreach Programs</u>	\$0	\$0	\$0	\$0
<u>Contractor Services (for this project)</u>	\$0	\$0	\$0	\$0
<u>Marketing & Advertising</u>	<u>\$2,000</u>	<u>\$2,000</u>	<u>\$2,000</u>	<u>\$2,000</u>
<u>Payroll Total Expense</u>	<u>\$744,313</u>	<u>\$783,616</u>	<u>\$814,960</u>	<u>\$847,559</u>
<u>TOTAL</u>	<u>\$901,313</u>	<u>\$940,616</u>	<u>\$971,960</u>	<u>\$1,004,559</u>
<u>Not-for-Profit</u>	\$0	\$0	\$0	\$0
<u>Endowments</u>	\$0	\$0	\$0	\$0
<u>TOTALS</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
<u>Number of Full-time Employees</u>	<u>12</u>	<u>12</u>	<u>12</u>	<u>12</u>
<u>Number of Part-time Employees</u>	<u>8</u>	<u>8</u>	<u>10</u>	<u>10</u>
<u>Volunteer Hours</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>
<u>Value of Volunteer Hours (15 /hr.)</u>	<u>150,000</u>	<u>150,000</u>	<u>150,000</u>	<u>150,000</u>
<u>TOTALS</u>				

2. Has this organization defaulted on any grant in the past five years?

☐ Yes ☒ No

If yes, please explain:

N/A



FINANCIAL AUDIT/REVIEW/AGREED UPON PROCEDURES

1. County of Volusia and Local Municipalities must provide a link to their Financial Statement under GASB 34.

[Annual Comprehensive Financial Report FYE 9/30/2023](#)

The link should include the following documents:

- a. A Management Letter from the last fiscal year Independent Auditor's Report on the Basic Financial Statement. **See Supplemental Audit Reports in Supplemental Documents, Pages 112-121.**
 - b. A Response Letter from last fiscal year Independent Auditor's Report on the Basic Financial Statement. **N/A**
 - c. An Opinion Letter from last fiscal year Independent Auditor's Report on the Basic Financial Statement. **See Supplemental Audit Reports in Supplemental Documents, Pages 112-121.**
2. Not-for-Profit Organizations: the required financial information is determined by the operating revenue or expenses/expenditures annual average of the three fiscal years prior to the application deadline, as outlined in the ECHO Guidebook.
 - a. Additional supporting documents for Not-for-Profit organizations:
 - i. IRS letter granting Not-for-Profit 501 (c) (3) status in Florida.
 - ii. The most recent Uniform Business Report (Annual Report) filed with the State of Florida, Division of Corporations.
 - iii. Unrestrictive ownership or undisturbed use of facility documentation (unless the project is an acquisition).
 - iv. Letter of intent to sell from the owner for Acquisition Projects.



ECHO GRANTS-IN-AID STANDARD & EXCEPTIONAL GRANT APPLICATION

DRAWINGS - SEE SUPPLEMENTAL DOCUMENT FOR DRAWINGS

1. Drawings are required from ALL applicants (documents must be legible and to scale with legends):
 - a. Current drawings and/or excavation plans for the facility.
 - b. Site survey with existing structures and site plans with structures.
2. Vacant land acquisition projects shall include:
 - a. Conceptual drawings of improvements to the property, which are to be completed within two years of acquisition.
 - b. Proposed structures must include elevations, floor plans and design elements such as landscaping.
3. Street Locator Map (indicate the physical location of the project within the local areas; include road names and “North” for directional reference).
4. Site Plan should show the building footprint, travel ways, parking, landscaping, etc. This section should include:
 - a. Site Survey:
 - b. Trees and topography:
 - c. Civil drawings:
 - d. Water retention drainage and circulation
5. Preliminary and Schematic Drawings. Drawings should show:
 - a. A general model of floor/site plans, showing the location of project elements. See Drawings in Supplemental Documents and maintenance related items such as the garage and maintenance storage areas are not part of this request.
 - b. Florida-friendly landscape plan (The Florida Friendly Landscaping guide can be found at https://ffl.ifas.ufl.edu/pdf/FYN_Plant_Selection_Guide_2015.pdf).
 - c.
6. Design and Development Documents. Documents should show more detail including:
 - a. Selection of materials and engineering systems involved:
 - b. Detailed cost estimate:
 - c. Environmentally sustainable materials:
7. Construction Documents should include written and graphic instructions. These documents should be focused on specifications for the project (building systems, floor plans, elevations, etc.) and should include site utilities and ADA information.
 - a. Outdoor, trails, parks, sports facilities and playgrounds require a bid set of plans, which are ready to be used for the procurement process.
 - b. New construction, facility remodel and historic projects require a set of A&E plans, which are ready to be used for the procurement process.
 - c. Historic projects need to demonstrate research and compliance with the Historic Preservation Standards and Guidelines
8. Permanent ECHO Sign documents should include site design, materials and site placement.



ECHO GRANTS-IN-AID STANDARD & EXCEPTIONAL GRANT APPLICATION

We plan to place the sign at the front entrance or near the parking area to ensure it is visible to everyone entering the park.

CERTIFICATION OF INFORMATION AND COMPLIANCE FORM

I/We certify that all of the information contained within this application and subsequent attachments is true and correct to the best of my/our knowledge and that the project for which the application is made shall be in compliance with the Americans with Disabilities Act of 1990, and that should a grant be awarded, the organization agrees to comply with the conditions of the grant award agreement including the Restrictive Covenants.

OFFICIAL WITH AUTHORITY TO CONTRACT FOR THE OWNER OF THE PROPERTY

Signature/Date:

Printed Name: **Carmen Rosamonda, City Manager**

Phone #: **(386) 668-2040**

OFFICIAL WITH AUTHORITY TO CONTRACT FOR THE APPLICANT

Signature/Date:

Printed Name: **Carmen Rosamonda, City Manager**

Phone #: **(386) 668-2040**

CHIEF FINANCIAL OFFICER FOR THE APPLICANT

Signature/Date:

Printed Name: **Elizabeth Bauer, Finance Director**

Phone #: **(386) 668-2040**

NOT FOR PROFITS ONLY – PRESIDENT, BOARD OF DIRECTORS

Signature/Date:

Printed Name:

Phone #:

Executive Board or Board of Directors reviewed and approved this application on (date):



ECHO GRANTS-IN-AID STANDARD & EXCEPTIONAL GRANT APPLICATION

PROJECT/CONSTRUCTION TIMELINE CHART

Description	October 2024 – December 2024	February 2025 – January 2026	February 2026						
Temporary Sign	\$500								
Construction		\$5,000,000							
Permanent Sign Installation			\$5,000						



ECHO GRANTS-IN-AID STANDARD & EXCEPTIONAL GRANT APPLICATION

Attachment Checklist: Please check your application before submitting

The following items/documentation **must** be included with your application or your application **will not** be scored. All match sources must be secured and proof thereof submitted by the application deadline.

APPLICANT

- ☒ ECHO Application, completed and signed
- ☒ Mission Statement for Organization
- ☒ Proof of ownership or copy of lease
- ☒ Restrictive Covenants or Statement agreeing to follow this requirement
- ☒ Project Budget Detail Chart
- ☒ Official Documentation of Match
- ☒ Business Plan
- ☒ Feasibility Study
- ☒ Marketing Plan
- ☒ Fiscal Stability Chart
- ☒ Financial Audit Documents (listed in the ECHO Guidebook page 15)
- ☒ Not-for-Profits only: IRS Status Letter classifying Organization as a 501(c) (3)
- ☒ Completed and signed Drawings
- ☒ Street Locator Map
- ☒ Site Plan
- ☒ Preliminary & Schematic Drawings
- ☒ Design & Development Documents
- ☒ Construction Documents
- ☒ Permanent ECHO Sign Documents
- ☒ Certification of Information and Compliance
- ☒ Project/Construction Timeline Chart
- ☒ Other